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Log Input to:
APB
Master Sched
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CDD Draft
Metrics
That Matter
Requirements

chapter 3

Course Descriptions and Learning Assets

The AT&L PLM ... Training Courses

The AT&L PLM ... Performance Support

The AT&L PLM ... Continuous Learning

The AT&L PLM ... Knowledge Sharing

DAU Learning Assets

DAU offers an entire platform of learning assets to meet the career-long learning needs of the Defense Acquisition Workforce. The AT&L Performance Learning Model (PLM) lays the foundation for providing training courses, performance support, continuous learning opportunities, and knowledge-sharing venues. This chapter provides detailed information about each element of the PLM.

Performance Support is tailored to the customer's needs and may include consulting, targeted training, group facilitation, and rapid-deployment training. Faculty are available for consulting and targeted training in response to specific customer needs. A list of targeted training courses is provided on pages 82-84. Rapid-deployment training focuses on a limited number of emerging initiatives and delivers electronic and/or on-site training within days of new policy implementation. Group facilitation can be scheduled with experienced facilitators at the Management Deliberation Center, located at the university's Fort Belvoir campus, and can often be provided at other sites subject to availability of facilitators and equipment.

Continuous Learning. The DAU Continuous Learning Center offers continuous learning opportunities designed to allow employees to maintain currency and help them meet the DoD requirement to complete 80 points of continuous learning every 2 years. The Center includes nearly 200 self-paced continuous learning modules that address topics important to the Defense Acquisition Workforce. The Center also provides information about conferences and symposia that offer continuous learning opportunities.

Knowledge Sharing. The AT&L Knowledge Management System (AKMS) is a "system of systems" that includes the AT&L Knowledge Sharing System (AKSS), the Acquisition Community Connection (ACC), the Acquisition Best Practices Clearinghouse (BPCh), and the ACQuire search capability. These systems provide online access to a variety of tools, mandatory policy,

and reference materials; online communities for sharing information, discretionary policies, lessons learned, and best practices; and an advanced enterprise search capability.

THE AT&L PLM ... Training Courses

Certain courses have been designated as mandatory for certification in various career fields within each component's Defense Acquisition Workforce at Levels I, II, or III. The primary authority for these courses is the Defense Acquisition Workforce Improvement Act (DAWIA). This catalog lists detailed requirements for certification in all career fields in Appendix B. The directors, acquisition career management (DACMs) for the Services and DoD agencies manage attendance at these courses. Normally, the DACMs give priority to Defense Acquisition Workforce members who are pursuing certification in an acquisition career field. Attendance at a Level II or III course presumes the workforce member meets all requirements for and is certified at the next lower level in that career field.

When a course is no longer offered but still meets the requirements for credit, it becomes a predecessor course. Those who have completed these courses may use them to meet prerequisite requirements and/or to receive credit toward DAWIA certification. Predecessor courses are noted throughout the following course descriptions.

For updates to these course descriptions during the training year, consult the online version of the catalog provided on the DAU Web site at ***www.dau.mil***.

ACQ 101

Fundamentals of Systems Acquisition Management

This course provides a broad overview of the DoD systems acquisition process, covering all phases of acquisition. It introduces the Joint Capabilities Integration and Development Systems; the planning, programming, budgeting, and execution process; DoD 5000-series policy documents; and current issues in systems acquisition management. Designed for individuals who have little or no experience in DoD acquisition management, this course has proven very useful to personnel in headquarters, program management, and functional or support offices.

Objectives: Those who successfully complete this course will be able to recognize:

- The fundamentals of defense systems acquisition management;
- The diverse, interrelated, and changing nature in the different disciplines of defense systems acquisition management; and
- The regulations and governing structures of defense systems acquisition management.

Target Attendees: This course is designed for military officers, O-1 through O-3; and DoD civilians, GS-5 through GS-9. However, this course is open to all ranks and grades.

Prerequisite(s): None

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: BU5

ACQ 201A

Intermediate Systems Acquisition, Part A

Intermediate Systems Acquisition, Part A, uses computer-based training to prepare mid-level acquisition professionals to work in integrated product teams by providing an overview of systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification.

Objectives: Those who successfully complete this course will:

- Enhance their knowledge of the business, technical, and managerial aspects of acquisition;
- Understand and appreciate the critical role that each functional discipline plays in the acquisition process; and
- Use computer-based training to virtually participate in simulated integrated product teams, developing plans and resolving problems.

Target Attendees: ACQ 201A is for military officers, O-3 and above; civilians, GS-9 and above; and industry counterparts who are Level I certified in acquisition (or have met the industry equivalent). Professionals should have 2 to 4 years of acquisition or functionally related experience.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Predecessor Course(s): ACQ 201, Intermediate Systems Acquisition

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JHJ

Note: ACQ 201A and ACQ 201B are both required for Level III Contracting personnel who are assigned to an ACAT I program or who devote at least 50 percent of their time to an ACAT I program. Level II Contracting personnel should take ACQ 201A and ACQ 201B within 1 year of assignment to an ACAT I program.

ACQ 201B

Intermediate Systems Acquisition, Part B

Intermediate Systems Acquisition, Part B, prepares mid-level acquisition professionals to work effectively in integrated product teams by understanding systems acquisition principles and processes. Both ACQ 201A and ACQ 201B are required for DAWIA certification.

Objectives: Those who successfully complete this course will:

- Enhance and apply their knowledge of the business, technical, and managerial aspects of acquisition;
- Understand and appreciate the critical role that each functional discipline plays in the acquisition process;
- Effectively participate in integrated product teams; and
- Apply knowledge gained in ACQ 201A to develop plans and resolve problems.

Target Attendees: ACQ 201B is for military officers, O-3 and above; civilians, GS-9 and above; and industry counterparts who are Level I certified in acquisition (or have met the industry equivalent). Professionals should have 2 to 4 years of acquisition or functionally related experience.

Prerequisite(s): ACQ 201A Intermediate Systems Acquisition, Part A

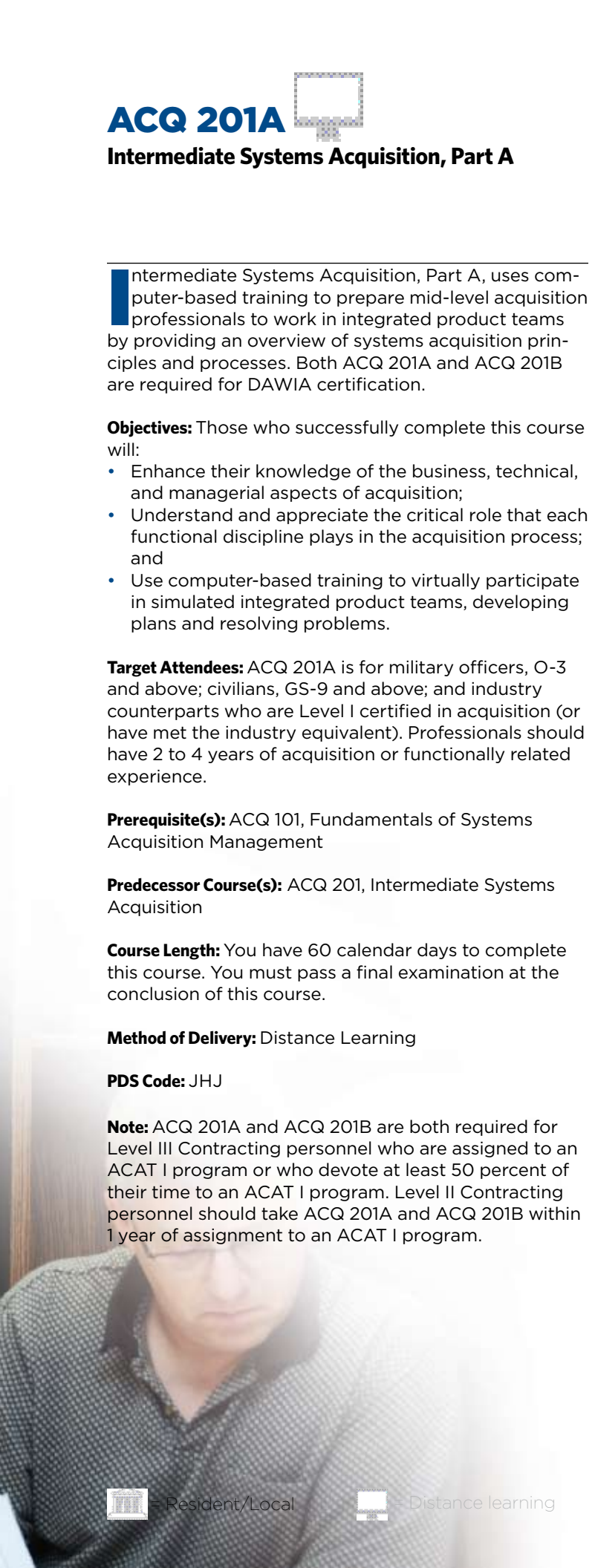
Predecessor Course(s): ACQ 201, Intermediate Systems Acquisition

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: JHK

Note: ACQ 201A and ACQ 201B are both required for Level III Contracting personnel who are assigned to an ACAT I program or who devote at least 50 percent of their time to an ACAT I program. Level II Contracting personnel should take ACQ 201A and ACQ 201B within 1 year of assignment to an ACAT I program.



= Resident/Local = Distance learning

ACQ 265

Mission-Focused Services Acquisition

This multifunctional intermediate course provides acquisition team members with the tools needed to analyze and apply performance-based principles when developing performance requirements documents and effective business strategies for contractor-provided services. The course uses the seven-step performance-based acquisition process, a team-oriented approach, and several case-based activities designed to provide participants with practical hands-on experience. ACQ 265 is designed for individuals who need to improve contracted services-related planning, executing, and performance-assessment skills. However, this course may also serve as a refresher for experienced acquisition personnel.

Objectives: Those who successfully complete this course will be able to:

- Apply a life-cycle approach by using results-driven techniques when acquiring the acquisition of services in an integrated process team;
- Enhance and apply their knowledge of the performance-based business, technical, and managerial aspects that are unique to acquiring services;
- Understand and appreciate the critical role that each functional discipline of the acquisition team plays in the process of acquiring services;
- Participate effectively in integrated process teams; and
- Use knowledge gained from previous learning assets to develop plans and resolve problems.

Target Attendees: All members of a service acquisition team who are interested in learning more about acquiring services for the government as well as contracting officer representatives, quality assurance reviewers, contracting specialists, and those who are involved in developing and executing performance requirements, business strategies, and assessing contractor-provided services.

Prerequisite(s):

- CLC 013, Performance-Based Services Acquisition
- CLM 013, Work-Breakdown Structure

Recommended: ACQ 101

Course Length: 4 class days

Method of Delivery: Resident

PDS Code: AH3

ACQ 401

Senior Acquisition Course

A preeminent course for members of the acquisition corps, the Senior Acquisition Course is delivered by the Industrial College of the Armed Forces (ICAF). The course consists of the 10-month ICAF curriculum, complemented by a choice of acquisition-related electives and individual/group research and writing. A limited number of professionals may take the Defense Acquisition University Program Manager's Course, PMT 401, as a general elective for the Senior Acquisition Course and ICAF curriculum. Those who complete the Senior Acquisition Course receive a Master of Science degree in National Resource Strategy from ICAF and a diploma signifying completion of the Senior Acquisition Course. Those who also take the Program Manager's Course as part of their curriculum earn PMT 401 diplomas as well.

Objectives: The Senior Acquisition Course is designed to prepare selected military officers and civilians of the acquisition corps for senior leadership and staff positions throughout the defense establishment.

Target Attendees: Participants are selected by their respective Services or agencies. Military officers are selected as part of the Senior Service School Selection Process and designated by the Directors of Acquisition Career Management.

Prerequisite(s): Level III certification in one or more acquisition career fields

Course Length: 10 months

Method of Delivery: Resident

PDS Code: ABW

ACQ 403

Defense Acquisition Executive Overview Workshop

This innovative course provides general/flag officers and members of the Senior Executive Service with an executive-level understanding of the defense acquisition system and supporting processes. Workshop content is tailored to the needs of the executive; conducted on demand; and delivered in a one-on-one, desk-side forum.

Objectives: General/flag officers and Senior Executive Service personnel who successfully complete this course will:

- Augment their knowledge of the defense acquisition system in the areas selected;
- Gain a broader appreciation for the spectrum of the defense acquisition processes, stakeholders, and current issues and initiatives; and
- Experience just-in-time learning and apply this learning to the roles and responsibilities of the executive.

Target Attendees: This course is for DoD general/flag officers; career and political Senior Executive Service personnel; congressional staff; and other executives, such as employees of the Government Accountability Office who are involved in or interface with the DoD acquisition system and processes. Executive participants may include a limited number of direct reports to enhance the value of the learning and dialog on matters of specific importance to the executive.

Prerequisite(s): None

Course Length: Varies depending upon the number of topics to be addressed; typically 1/2 to 2 class days

Method of Delivery: Resident

PDS Code: ADU

= Resident/Local = Distance learning

ACQ 404

Systems Acquisition Management Course For General/Flag Officers

This 1-week course provides general/flag officers, members of the Senior Executive Service, and other executives a level of understanding of the defense acquisition system, key processes, and current issues and initiatives that is appropriate for decision makers. Distinguished speakers provide the executive participants a forum to discuss motivations, constraints, and perspectives of government and defense executives and those of the Congress and the Government Accountability Office.

Objectives: Executives who successfully complete this course will:

- Broaden their understanding of the defense acquisition system and supporting processes in terms of what is important and why it is important;
- Understand recent legislation and DoD initiatives affecting acquisition;
- Appreciate the perspectives of Congress, Government Accountability Office, defense industry, and Service and Office of the Secretary of Defense executives; and
- Apply their learnings to their respective roles and responsibilities.

Target Attendees: This class is designed for general/flag officers, Senior Executive Service, and other executives who require an understanding of the defense acquisition system at the level that is appropriate for decision makers. Participants of equivalent position in the defense industry, other federal agencies, and allied nations are also admitted on a space-available basis.

Prerequisite(s): None

Course Length: 4.5 class days

Method of Delivery: Resident

PDS Code: ADM

ACQ 405
Executive Refresher Course

This course provides acquisition professionals an update on acquisition policy, processes, and lessons learned. Participants examine their roles and responsibilities as acquisition leaders in a changing environment. Guest speakers lead discussions on contemporary management and leadership topics, such as partnering with industry, contracting tools, resource allocations, human capital management, earned value oversight, performance-based logistics, and supply chain management.

Objectives: Those who successfully complete this course will:
- Understand contemporary acquisition management policies, processes, regulations, and statutes; and
- Broaden their perspective of leadership in the dynamic environment of acquisition management.

Target Attendees: This class is for Level III certified members of all career fields who are (or have been selected for) O-6, GS-15, or the industry equivalent.

Prerequisite(s): None

Course Length: 9 class days

Method of Delivery: Resident

PDS Code: BB8

ACQ 450
Leading in the Acquisition Environment

This action-based learning course provides an overview of the competencies and skills needed to lead in an acquisition environment. Experiential activities include role playing, simulation, communication, and critical-thinking exercises; a leadership challenge; and completion of a 360° feedback instrument and executive coaching to develop action plans related to the feedback. Participants will learn to apply strategies for leading up, down, and across in an acquisition organization.

Objectives: Those who successfully complete this course will:
- Design a personal plan to improve leadership effectiveness in the acquisition environment;
- Formulate a leadership solution for a work-related leadership issue after team discussion of viable alternatives; and
- Develop a strategy to lead an organization to effectively perform in an environment of rapid and constant change.

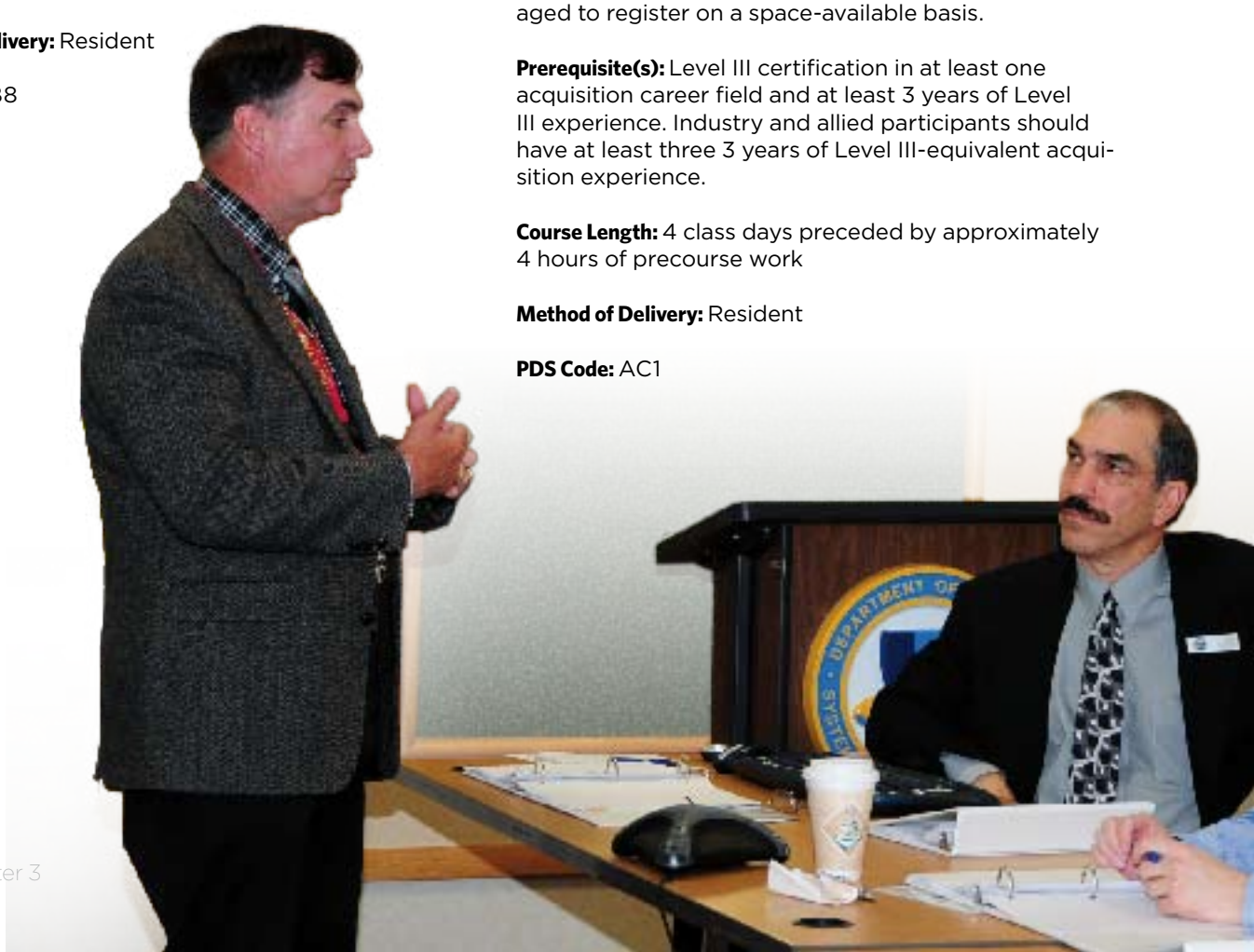
Target Attendees: This class is for civilians and military in supervisory positions in all career fields. Industry and allied participants are eligible to attend and are encouraged to register on a space-available basis.

Prerequisite(s): Level III certification in at least one acquisition career field and at least 3 years of Level III experience. Industry and allied participants should have at least three 3 years of Level III-equivalent acquisition experience.

Course Length: 4 class days preceded by approximately 4 hours of precourse work

Method of Delivery: Resident

PDS Code: AC1



ACQ 451

Integrated Acquisition For Decision Makers

This participant-driven, action-based learning course exposes Defense Acquisition Workforce members to the multidisciplinary acquisition perspectives, integration challenges, and influencing strategies necessary for successful integrated acquisition decision making. Through facilitated discussions, simulations, exercises, and case studies, participants will formulate strategies that promote effective integration and collaboration both within and outside of their programs. Participants will gain a wider view of the acquisition environment and their respective roles and responsibilities.

Objectives: Those who successfully complete this course will:

- Recognize the challenges and opportunities for integrated acquisition, including their own programs; and
- Formulate strategies to promote effective integration and collaboration both within and outside of their programs.

Target Attendees: This class is for civilians and military professionals in all acquisition career fields. Industry and allied participants are eligible to attend and are encouraged to attend on a space-available basis.

Prerequisite(s): Level III certification in at least one acquisition career field and at least 3 years of Level III experience. Industry and allied participants should have at least 3 years of Level III-equivalent acquisition experience.

Course Length: 3 class days preceded by a few hours of precourse work

Method of Delivery: Resident

PDS Code: ADV

ACQ 452

Forging Stakeholder Relationships

This action-based learning course introduces professionals to the methods and skills necessary to identify, assess, and promote the building of stakeholder relationships required for success in the acquisition environment. Experiential activities will include a precourse stakeholder assessment as well as simulation, communication, and critical-thinking activities that will facilitate the development of tailored stakeholder action plans. At the end of the course, professionals will be able to build ownership of acquisition outcomes across the enterprise.

Objectives: Those who successfully complete this course will be able to:

- Apply a stakeholder model to their current or future assignments;
- Assess stakeholder expectations and communicate effectively relative to constraints and opportunities; and
- Develop an action plan to promote effective stakeholder relationships in an acquisition environment.

Target Attendees: This class is for civilians and military in supervisory positions in all acquisition career fields. Industry and allied participants are eligible to participate and are encouraged to attend on a space-available basis.

Prerequisite(s): Level III certification in at least one acquisition career field and at least 3 years of Level III experience. Industry and allied participants should have at least 3 years of Level III-equivalent acquisition experience.

Course Length: 3 class days preceded by a few hours of pre- and post-course work

Method of Delivery: Resident

PDS Code: AC0

AUD 1130
Technical Indoctrination

Newly hired auditors taking this course will learn the basic concepts, techniques, and procedures of contract auditing; the organizational structure of the Defense Contract Audit Agency; and audit guidance processes.

Objectives: Those who successfully complete this course will be able to:
- List the elements of a contract's life cycle and the general types of negotiated contracts;
- Contrast principal objectives of government contract cost accounting and financial cost accounting;
- Explain the history of the Federal Acquisition Regulation (FAR), Part 31, and discuss allocability, allowability, reasonableness, and selected cost principles;
- Describe the background, purpose, and fundamental requirement of each cost accounting standard;
- Identify direct costs, indirect costs, and general and administrative expenses;
- Identify costs allocated to final cost objectives from intermediate cost allocation pools;
- Calculate questioned overhead and general and administrative rates as a result of pool and/or base adjustments;
- Describe the importance and major considerations of risk assessment;
- Create working papers using the Audit Planning and Performance System;
- Write a structured note for an audit report; and
- Calculate questioned costs in a proposal audit.

Target Attendees: New contract auditing personnel should attend within 4 to 6 weeks after reporting for duty.

Prerequisite(s):
- AUD 1113, Orientation to DCAA* (SS)
- AUD 1114, Orientation to Federal Procurement Regulations* (SS)
- AUD 1115, Orientation to Contract Auditing Procedures* (SS)
- AUD 1116, Orientation to DCAA Audits* (SS)

Course Length: 10 class days

Method of Delivery: Resident

PDS Code: PC6

*These self-study courses are available via the DCAA intranet.

AUD 1320
Intermediate Contract Auditing

Staff auditors taking this course will obtain information needed to adequately plan and conduct audits. Class discussions, practical exercises, and group case studies are used to highlight problem areas and evaluate alternative courses of action.

Objectives: Those who successfully complete this course will be able to:
- Discuss internal control components;
- Use the Internal Control Review system and Internal Control Audit Planning Summary to assess audit risk;
- List the Defense Contract Audit Agency's direct audit activity codes;
- Discuss forward pricing rates and complete case studies;
- Discuss integrated product teams;
- Explain why auditors need to attend negotiations;
- List negotiation techniques and concepts;
- List requirements of Form 2000, identify common fraud indicators, and learn the auditor's responsibility in detecting fraud;
- Discuss the purpose and requirements of the cost accounting standards and complete case studies; and
- Discuss audit leads and observations.

Target Attendees: Contract auditors should attend 6 months after completing AUD 1130. This class is one of two that may be taken by Level I personnel working toward Level II certification.

Prerequisite(s): AUD 1130, Technical Indoctrination

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: JR7

AUD 4120

Statistical Sampling

Statistical Sampling concentrates on the knowledge and skills necessary to perform statistical sampling in the contract audit environment.

Objectives: Those who successfully complete this course will be able to:

- Discuss the basic concepts of statistical sampling;
- Explain the criteria for a valid statistical sample;
- Differentiate between variable and attribute sampling;
- Discuss the difference between dollar unit and physical unit sampling;
- Determine the proper sample selection method and stratification method to use on an audit;
- Select a statistical sample using the EZ-Quant statistical analysis software; and
- Evaluate the results of a statistical sample using the EZ-Quant software.

Target Attendees: This class is one of two that may be taken by Level I personnel working toward Level II certification. All contract auditors are eligible to take this course.

Prerequisite(s): AUD 1130, Technical Indoctrination

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: QPO

BCF 102

Fundamentals of Earned Value Management

In a virtual classroom environment, professionals learn additional information about earned value management (EVM), which is introduced in ACQ 101. The course summarizes the language, data reports, metrics, graphs, and management processes associated with EVM as they apply to DoD acquisition management. Professionals also learn the processes related to the Performance Measurement Baseline, the Integrated Baseline Review, and the American National Standards Institute for EVM systems. Finally, professionals evaluate and compute basic EVM metrics and EVM metric-based estimates at completion.

Objectives: Those who successfully complete this course will be able to:

- Describe, in plain language, the acronyms and meaning of EVM-associated vocabulary;
- Identify the program management data elements and processes associated with Performance Measurement Baseline development;
- Understand how the American National Standards Institute EVM industry standard is used to certify EVM-integrated management systems;
- Explain the Integrated Baseline Review process and purpose;
- Compute and comprehend the meaning of selected EVM metrics and EVM estimates at completion; and
- Identify acquisition organizations, stakeholders, and formal agreements associated with EVM.

Target Attendees: This course is for military officers, O-1 and above; civilians, GS-9 and above; and equivalent industry personnel in positions requiring knowledge and use of EVM.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Predecessor Course(s): BFM 102, Contract Performance Management Fundamentals; BCF 202, Intermediate Contractor Performance Measurement

Course Length: You have 28 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: Q1B

= Resident/Local = Distance learning

BCF 103

Fundamentals of Business Financial Management

Using interactive, computer-based training, professionals will develop the skills necessary for formulating and executing a program office budget. Topics covered in this course include cost analysis; funding policies; the DoD planning, programming, budgeting, and execution process; the congressional enactment process; and the budget execution process.

Objectives: Those who successfully complete this course will be able to:

- Describe the overall DoD resource allocation process and identify the terminology and concepts used in analyzing the costs of defense acquisition programs;
- Explain the appropriations, policies, and practices applicable to developing a program budget;
- Examine the planning, programming, budgeting, and execution process and the impact of programming and budgeting decisions on defense acquisition programs;
- Summarize the congressional enactment process and the impact of congressional actions on defense acquisition programs; and
- Identify the processes by which budget authority is apportioned, executed, and reprogrammed in accordance with public law.

Target Attendees: BCF 103 is required for military officers and DoD civilians working in or selected for positions requiring knowledge or use of funds management principles. Industry personnel in equivalent fields are encouraged to attend.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management.

Recommended: Baccalaureate degree and 1 year of acquisition experience

Predecessor Course(s): BFM 201, Systems Acquisition Funds Management; BCF 201, Systems Acquisition Funds Management

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: PGC

BCF 106

Fundamentals of Cost Analysis

Professionals are introduced to policies and techniques that are used for the preparation of system cost estimates, including DoD estimating requirements and guidance, estimate use and structure, analogy estimates, parametric estimating, improvement curves, inflation, risk, economic analysis, and software cost estimating. Through practical exercises, professionals gain the opportunity to apply the policies and techniques to real-world examples.

Objectives: Those who successfully complete this course will be able to:

- Explain cost-estimating policies;
- Explain the cost-estimating process; and
- Define cost data and apply appropriate quantitative techniques used in preparing cost estimates.

Target Attendees: BCF 106 is required for DoD employees responsible for the preparation of materiel system cost estimates. It is also beneficial for individuals who use information from life cycle cost estimates, supervise cost estimators, prepare budgets based on life cycle cost estimates, manage acquisition programs, evaluate and negotiate contract proposals, or want to learn cost-estimating basics.

Prerequisite(s):

- ACQ 101, Fundamentals of Systems Acquisition Management
- Professionals need competence in algebra equal to a second-year high school algebra course. (An algebra tutorial is available at *www.dau.mil/registrar/_pre-courses.asp*)
- Knowledge and use of a calculator that has natural logarithms, exponentiation, and an inverse key

Predecessor Course(s): BCF 101, Fundamentals of Cost Analysis

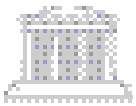
Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JH1

Note: You should be comfortable with mathematical expressions and have a fundamental understanding of probability and statistics.

BCF 107



Applied Cost Analysis

In this course, cost estimating techniques learned in BCF 106 are applied in the development of cost estimates. Professionals will engage in guided discussions, investigate case scenarios, develop recommendations, and learn how to present their findings. Professionals will also explore techniques for using Microsoft® Excel and other computer applications to analyze data, develop cost-estimating relationships, and create supporting documentation.

Objectives: Those who successfully complete this course will be able to:

- Apply cost estimating techniques;
- Interpret/evaluate data for use in cost estimate development; and
- Use computer applications to development estimates.

Target Attendees: BCF 107 is required for DoD employees responsible for the preparation of materiel system cost estimates. It is also beneficial for individuals who use information from life cycle cost estimates, supervise cost estimators, prepare budgets based on life cycle cost estimates, manage acquisition programs, evaluate and negotiate contract proposals, or want to learn cost-estimating basics.

Prerequisite(s):

- BCF 106, Fundamentals of Cost Analysis
- Professionals need competence in algebra equal to a second-year high school algebra course. (An algebra tutorial is available at *www.dau.mil/registrar/_pre-courses.asp*)
- Knowledge and how of a calculator that has natural logarithms, exponentiation, and an inverse key

Predecessor Course(s): BCF 101, Fundamentals of Cost Analysis

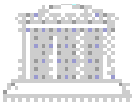
Course Length: 4.5 class days

Method of Delivery: Resident

PDS Code: JH2

Note: You must pass a final examination at the conclusion of this course. You should be comfortable with mathematical expressions and have a fundamental understanding of probability and statistics.

BCF 203



Intermediate Earned Value Management

Professionals taking this course work as members of an integrated product team for the system development and demonstration phase of a small ACAT I program. In the context of integrated program management, participants review, develop, and experience the earned value management (EVM)-related processes associated with requirements generation, acquisition strategy development, Request for Proposal development, source selection, risk management, Integrated Baseline Review, and analysis during program execution.

Objectives: Those who successfully complete this course will be able to:

- Articulate the relationship between EVM and defense acquisition management;
- Develop EVM strategies consistent with EVM policy and appropriate for associated program risks;
- Prepare EVM requirements for the Request for Proposal;
- Evaluate integrated management systems with respect to the American National Standards Institute EVM industry standard;
- Plan, organize, participate in, and manage a typical Integrated Baseline Review; and
- Evaluate EVM data as an element of integrated program management that includes warfighter requirements, contracts, risk management, critical path schedules, and internal and external reporting.

Target Attendees: This course is for military officers, O-3 and above; DoD civilians, GS-9 and above; and equivalent industry personnel needing knowledge of EVM principles.

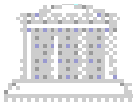
Prerequisite(s): BCF 102, Fundamentals of Earned Value Management

Course Length: 8.5 days

Method of Delivery: Resident

PDS Code: Q2G

BCF 204



Intermediate Cost Analysis

Intermediate Cost Analysis emphasizes development and application of cost-analysis techniques and estimate interpretation. The course addresses estimate definition and planning, data collection, formulation, review and presentation, and documentation. Estimating techniques—such as pararnetrics, analogies, expert opinions, and improvement curves—are addressed in more depth. Computations are done using automated cost estimating integrated tools.

Objectives: Those who successfully complete this course will be able to:

- Understand the cost-estimating process;
- Normalize data for content, quantity, and economic year;
- Develop cost estimates using various techniques;
- Document cost models and estimates;
- Apply time-phasing techniques in the development, production, and operating support phases of the life cycle, including cost improvements curves; and
- Understand and perform sensitivity and risk analysis of an estimate.

Target Attendees: This course is required for Level II certification for the DoD acquisition cost analyst. It is recommended for anyone in the financial management or earned value areas.

Prerequisite(s):

- BCF 106, Fundamentals of Cost Analysis
- BCF 107, Applied Cost Analysis

Predecessor Course(s): BCE 204, Intermediate Cost Analysis

Recommended: 2 years of acquisition experience in cost estimating, financial management, or the earned value analysis job series is recommended. Algebra competence is essential, and some familiarity with statistics is beneficial. Professionals should direct math skills questions to the course manager.

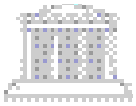
Course Length: 15 class days

Method of Delivery: Resident

PDS Code: Q2B

Note: Participants must provide and be familiar with a scientific calculator.

BCF 205



Contractor Business Strategies

Contractor Business Strategies is an active learning experience designed to give a professional a better understanding of the federal government marketplace from a business perspective. Initially, participants are actively engaged in the life cycle process by which a typical manufacturing company produces and sells a product, receives payment for that sale, and ultimately, earns a profit or incurs a loss. During this process, the participants interact with company customers, bankers, shareholders, boards of directors, and other stakeholders. Participants deal with the allocation of indirect costs to multiple products, analyze the impact on overhead rates of the loss of projected government contracts, and develop a pricing strategy to win a government contract. While the scenarios and dilemmas focus primarily on these business activities from a contractor's perspective, participants are also placed in the position of a government employee to evaluate the impact that contractors' business strategies have on the government.

Objectives: Those who successfully complete this course will be able to:

- Identify the interrelationships that exist between the government customer and the contractor;
- Analyze and evaluate the impact of government decisions and actions on the contractor; and
- Analyze and evaluate the impact of contractor actions and strategies on the government customer.

Target Attendees: This course is for military officers, O-3 and above; and DoD civilians, GS-9 and above, who have 3 to 5 years of experience in financial management and are involved in the systems acquisition process, interface with contractors, or deal with contractor data. The course is also recommended for personnel in the Contracting and Program Management career fields.

Prerequisite(s): ACQ 201B, Intermediate Systems Acquisition, Part B

Course Length: 4 class days

Method of Delivery: Resident

PDS Code: Q2A

BCF 206

Cost/Risk Analysis

Cost analysts taking this course are given an overview of how to model the cost/risk associated with a defense acquisition program. Topics covered include basic probability concepts, subjective probability assessment, goodness-of-fit testing, basic simulation concepts, and spreadsheet-based simulation. Practical exercises and a small-group Monte Carlo simulation-based cost risk case reinforce the techniques taught.

Objectives: Those who successfully complete this course will be able to:

- Assess subjective probabilities to represent uncertain cost elements in a defense acquisition program;
- Model the cost/risk associated with a defense acquisition program; and
- Judge the reasonableness of a cost/risk analysis for a defense acquisition program.

Target Attendees: This course is designed for personnel whose duties include developing and/or evaluating cost estimates for such areas as procurement, software, research and development, and weapon systems; planning and management of DoD systems acquisitions; evaluation and negotiation of contract proposals; and cost and performance trade-off analyses. Participants typically include members of the Business, Cost Estimating, and Financial Management community as well as personnel in Program Management; Contracting; Systems Planning, Research, Development, and Engineering; and Information Technology.

Prerequisite(s):

- BCF 106, Fundamentals of Cost Analysis
- BCF 107, Applied Cost Analysis

Predecessor Course(s): BCE 206, Cost Risk Analysis

Course Length: You have 30 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: Q2C

BCF 207

Economic Analysis

Through practical exercises and a group workshop, Economic Analysis prepares professionals to conduct economic analyses within the DoD environment. Topics include decision analysis, cost analysis, present value, and sensitivity analysis.

Objectives: Those who successfully complete this course will be able to:

- Determine the most cost-effective way of conducting DoD business;
- Determine alternatives that will warrant the highest benefits;
- Estimate the costs of competing alternatives in an economic analysis in accordance with Office of Management and Budget Circular A-94; DoDI 7041.3; and DoD 7000.14R, Volume 2B, Chapter 58;
- Assess the uncertainty that may exist, using sensitivity analysis and prior estimates of benefits and costs of competing alternatives in an economic analysis; and
- Provide a rationale for conclusions.

Target Attendees: This course is for personnel who develop and/or evaluate costs and benefits of alternative courses of action (lease vs. buy, in-house vs. contractor, privatization vs. outsourcing, or repair vs. replace). Participants typically include members of the Business, Cost Estimating, and Financial Management community. This course would also be appropriate for personnel in Program Management; Contracting; Systems Planning, Research, Development, and Engineering; Information Technology; and non-DoD personnel who conduct economic analyses of materiel systems.

Prerequisite(s): None

Predecessor Course(s): BCE 207, Economic Analysis

Recommended: A working familiarity with any spreadsheet package

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: Q2D

BCF 208

Software Cost Estimating

Software Cost Estimating is designed for those who estimate and/or review the cost of software development and maintenance. Topics include life cycle management, development paradigms, capability evaluations, risk analysis, reuse, commercial off-the-shelf items, function points, Institute of Electrical and Electronics Engineers/Electronic Industries Alliance 12207, parametric models, and model calibration. Case studies allow participants to apply the course materials to real-life examples.

Objectives: Those who successfully complete this course will be able to:

- Describe the software acquisition process;
- Determine an appropriate cost-estimating methodology and the types of data required for a software cost estimate;
- Use models for software life cycle cost estimating;
- Compare and contrast alternative techniques for software cost estimating;
- Apply software cost-estimating techniques;
- Discuss the strengths and weaknesses of software cost-estimating models; and
- Discuss major influences on software cost estimating.

Target Attendees: This course is for personnel whose duties impact embedded or automated information systems acquisitions. It includes developing and/or evaluating cost estimates for life-cycle management, planning and managing DoD systems acquisitions, evaluating and/or negotiating contract proposals, or analyzing cost and performance trade-offs. Participants typically include those in the Business, Cost Estimating, and Financial Management career field as well as personnel in Program Management, Software Engineering, and Information Technology.

Prerequisite(s): SAM 101, Basic Software Acquisition Management

Predecessor Course(s): BCE 208, Software Cost Estimating

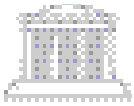
Recommended: ACQ 201B, Intermediate Systems Acquisition, Part B; BCF 106, Fundamentals of Cost Analysis; BCF 107, Applied Cost Analysis; and a working familiarity with any personal computer word-processing package

Course Length: You have 30 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: Q2E

BCF 209



Acquisition Reporting for MDAPs and MAIS

Acquisition Reporting for Major Defense Acquisition Programs (MDAPs) and Major Automated Information Systems (MAIS) programs provides training on how to prepare an Acquisition Program Baseline (APB), a Defense Acquisition Executive Summary (DAES), and a Selected Acquisition Report (SAR). Nunn-McCurdy unit cost reporting for MDAPs is also addressed. During the in-class lecture and computer-assisted case studies, the participants learn step-by-step report preparation using the Defense Acquisition Management Information Retrieval Web application.

Objectives: Those who successfully complete this course will be able to prepare, generate, and review Defense Acquisition Management Information Retrieval-based acquisition documents, including the APB, the DAES, and the SAR.

Target Attendees: This course is for military officers, O-1 and above; and DoD civilians, GS-7 and above. It is generally limited to acquisition personnel whose assignment requires preparation or review of MDAP and MAIS acquisition reporting information using the Defense Acquisition Management Information Retrieval application. Civilians under contract to support a DoD program office with an APB, DAES, or SAR reporting requirement are eligible. Professionals may take this course as a refresher to obtain information updates on acquisition reporting policy and the Defense Acquisition Management Information Retrieval application.

Prerequisite(s): CLB 014, Acquisition Reporting Concepts and Policy Requirements

Predecessor Course(s): BFM 209, Selected Acquisition Report; BCF 209C, Acquisition Reporting Course, Part C

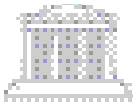
Recommended: ACQ 101, Fundamentals of Systems Acquisition Management, and BCF 103, Fundamentals of Business Financial Management

Course Length: 4 class days

Method of Delivery: Resident

PDS Code: Q2F

BCF 211



Acquisition Business Management

Obtain hands-on experience in dealing with common financial issues in acquisition that include cost estimating; earned value analysis; planning, programming, budgeting, and execution; congressional enactment; and budget preparation and execution. Sixty days prior to the resident portion of the course, participants must complete a self-paced review of basic concepts.

Objectives: Those who successfully complete this course will be able to:

- Prepare, justify, and defend budget exhibits and obligation/expenditure plans;
- Formulate impact/reclama statements and reports; and
- Develop and defend business aspects of the acquisition and planning, programming, budgeting, and execution cycle.

Target Attendees: This course is for intermediate-level personnel in positions supporting DoD weapons systems and various aspects of business and financial management throughout the life cycle of a system.

Prerequisite(s):

- BCF 102, Fundamentals of Earned Value Management
- BCE 103, Fundamentals of Business Financial Management

Recommended: 2 years of acquisition experience and completion of ACQ 201B

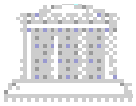
Predecessor Course(s): BCF 211B, Acquisition Business Management

Course Length: You have 65 days to complete online precourse work; the resident portion of the course is 5 class days

Method of Delivery: Resident

PDS Code: PGD

BCF 215



Operating and Support Cost Analysis

Participants learn the concepts and methodologies needed to develop operating and support cost estimates, total ownership cost reduction studies, cost as an independent variable management processes, and other management decisions in which operating and support costs are relevant.

Objectives: Those who successfully complete this course will be able to:

- Recognize the full spectrum of costs included in operating and support cost estimates;
- Plan and perform an operating and support cost estimate that appropriately supports defense management decisions;
- Obtain and normalize operating and support data;
- Apply appropriate cost-estimating methods and models;
- Document estimates; and
- Apply economic analysis tools to evaluate alternative courses of action.

Target Attendees: This course should be taken by personnel whose duties include developing and/or evaluating operating and support cost estimates, conducting logistics support analyses, engineering development in programs implementing cost as an independent variable or reduction in total ownership cost management, and preparing cost and performance trade-off analyses such as force-structure studies. Participants will typically include professionals from the Business, Cost Estimating, and Financial Management; Life Cycle Logistics; and Systems Planning, Research, Development, and Engineering career fields. This course is also appropriate for program/project managers.

Prerequisite(s): Competence in algebra is required

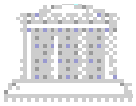
Recommended: BCF 106, Fundamentals of Cost Analysis; BCF 107, Applied Cost Analysis; ACQ 101, Fundamentals of Systems Acquisition Management; and 2 years of experience in defense acquisition cost estimating, financial management, logistics, engineering, or program management

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: Q2H

BCF 262



EVMS Validation and Surveillance

Gain the knowledge needed to review integrated management systems and to determine their compliance with the American National Standards Institute/Electronic Industries Alliance (ANSI/EIA) 748A Earned Value Management System (EVMS) standard. Course material, individual exercises, and group exercises review the 32 ANSI/EIA 748A EVMS guidelines and the processes associated with validation and surveillance of contractor and government integrated management systems.

Objectives: Those who successfully complete the course will be able to:

- Interpret the management value, the intent, and the typical attributes for each of the 32 ANSI/EIA 748A EVMS guidelines;
- Describe integrated management system products and capabilities that demonstrate ANSI/EIA 748A EVMS guideline compliance;
- Understand the interrelationship of the guidelines, EVMS integrated management control systems, and the nine EVM business processes;
- Understand validation and surveillance processes to be able to perform routine surveillance of existing EVM systems and to participate in EVMS validation reviews;
- Describe the progressive steps that should be taken to deal with EVMS non-compliance situations; and
- Demonstrate interview techniques needed to conduct EVMS validation reviews and targeted surveillance.

Target Attendees: This course is for personnel responsible for EVMS surveillance, EVMS validation, contract administration, and contract auditing.

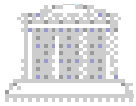
Prerequisite(s): BCF 102, Fundamentals of Earned Value Management

Course Length: 8 class days

Method of Delivery: Resident

PDS Code: JHX

BCF 263



Principles of Schedule Management

The Principles of Schedule Management course provides knowledge needed to interpret network schedules required by DoD policy and the American National Standards Institute/Electronic Industries Alliance (ANSI/EIA) 748A Earned Value Management System (EVMS) standard. Course material, individual exercises, and group exercises using Microsoft® Project demonstrate the schedule development/maintenance process.

Objectives: Those who successfully complete the course will be able to:

- Describe DoD policy related to the integrated master schedule;
- Be familiar with basic schedule terminology and the different types of scheduling presentations;
- Apply the precedence diagram method of scheduling to analyze precedence diagram method network schedules;
- Create precedence diagram method networks and Microsoft® Project schedules;
- Identify the critical path and near-critical path(s) to a program, project, or any specific milestone in a schedule;
- Calculate schedule risk assessments using Monte Carlo simulation software; and
- Identify properly developed/structured schedules and associated risks.

Target Attendees: This course is for personnel responsible for interpreting acquisition network schedules, conducting EVMS surveillance and validation, contract administration, and project management.

Prerequisite(s):

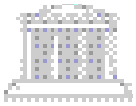
- ACQ 101, Fundamentals of Systems Acquisition Management
- CLB 016, Introduction to Earned Value Management
- CLM 012, Scheduling

Recommended: CLB 017, Performance Measurement Baseline; CLB 018, Earned Value and Financial Management Reports; CLB 019, Estimate at Completion; and CLB 020, Baseline Maintenance

Course Length: 3 class days

Method of Delivery: Resident

PDS Code: JHV

BCF 301 

Business, Cost Estimating, and Financial Management Workshop

This capstone course teaches professionals how to apply business, cost estimating, and financial management concepts, techniques, and on-the-job experience to functional interrelationships and opportunities among the disciplines of cost estimating, earned value management, and financial management.

Objectives: Those who successfully complete this course will be able to:

- Explain the tasks and duties of business, cost estimating, and financial management functions;
- Define current business, cost estimating, and financial management-related laws, regulations, policies, and procedures;
- Evaluate the interrelationships among the business, cost estimating, and financial management functions; and
- Point out the appropriate decision-making information based on the integrated nature of a business, cost estimating, and financial management task.

Target Attendees: This course is for personnel in positions supporting DoD weapons systems and the various aspects of business and financial management throughout the life cycle of a system.

Prerequisite(s): Level II certification in Business, Cost Estimating, and Financial Management

Recommended: 4 years of acquisition experience

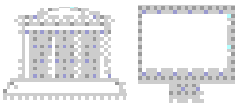
Course Length: 9 class days

Method of Delivery: Resident

PDS Code: BZF

Note: Those who have not completed BCF 211 within the past 2 years are strongly encouraged to browse the following continuous learning modules, available at *https://learn.dau.mil/html/clc/clc.jsp*:

- Cost Analysis (CLB 007)
- Program Execution (CLB 008)
- Planning, Programming, Budgeting, and Execution and Budget Exhibits (CLB 009)
- Congressional Enactment (CLB 010)
- Budget Policy (CLB 011)
- Earned Value and Financial Management Reports (CLB 018)
- Estimate at Completion (CLB 019)

CON 100 

Shaping Smart Business Arrangements

Personnel new to the Contracting career field will gain a comprehensive understanding of the environment in which they will serve. They will develop professional skills for making business decisions and for advising other acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, course attendees will learn about the different DoD mission areas and the procurement alternatives for each. Knowledge management and information systems will be introduced as well. Small group exercises will prepare attendees to provide contracting support within the overarching business relationships of government and industry.

Objectives: Those who successfully complete this course will be able to:

- Describe the acquisition/contracting mission and its impact on the U.S. economic system;
- Select training and development opportunities for career progression;
- Describe the interdependence of functional team members;
- Describe the importance of the oversight roles of the Government Accountability Office and the DoD Inspector General;
- Explain the characteristics and responsibilities of the contracting professional in the role of a business advisor;
- Explain the distinctive interests of both the buyer and seller and the role those interests play;
- Determine the relationship between financial and acquisition communities and how fundamental financial principles and requirements are important;
- Describe commercial acquisition and government-unique requirements of market research in identifying the best arrangements to meet mission requirements; and
- Explain e-business and information technology in supporting business processes.

Target Attendees: This course is designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process.

Prerequisite(s): None

Course Length: 4 class days

Method of Delivery: Resident (Distance Learning beginning in January 2009)

PDS Code: JHE

CON 110

Mission-Support Planning

New contracting personnel will gain an understanding of their role as business advisors in the acquisition process. This course will help professionals learn how they can support their customers' mission and how they can plan successful mission-support strategies based on their knowledge of the contracting environment and their customers' needs. Participants will learn how to use the Federal Acquisition Regulation and the Defense Federal Acquisition Regulation Supplement, conduct effective market research, develop alternative acquisition strategies, and understand how socioeconomic programs support the acquisition-planning process.

Objectives: Those who successfully complete this course will be able to:

- Identify key characteristics necessary to establish successful customer relationships;
- Locate information in the Federal Acquisition Regulation and the Defense Federal Acquisition Regulation Supplement;
- Identify, select, and analyze sources and types of market research information available for a specific acquisition;
- Identify factors to consider when developing an acquisition strategy and a requirements documents;
- Differentiate among various socioeconomic programs; and
- Differentiate among various methods of acquisition and contract types.

Target Attendees: This course is designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process.

Prerequisite(s): None

Predecessor Course(s): CON 101, Basics of Contracting

Recommended: CON 100, Shaping Smart Business Arrangements

Course Length: You have 60 calendar days to complete this course. The course consists of 8 lessons that could be completed in approximately 23 hours. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: BE0

CON 111

Mission-Planning Execution

Mission-Planning Execution provides professionals with the knowledge necessary to execute an acquisition that optimizes the customer's mission performance. Participants will learn the techniques and benefits of early industry involvement in shaping requirements, basic procedures for acquisition of both commercial and noncommercial requirements, and how to effectively conduct price analysis and determine when a price is fair and reasonable. Finally, participants will learn how to conduct basic competitive acquisitions, process awards, and handle protests before and after the contract award.

Objectives: Those who successfully complete this course will be able to:

- Evaluate and determine the adequacy of a purchase request package;
- Identify the components of and procedures for preparing an oral or written solicitation;
- Identify and select a technique for making a price reasonableness determination;
- Recognize factors to be considered when evaluating and providing government financing;
- Conduct price analysis to determine a fair and reasonable price; and
- Identify appropriate actions to resolve protests.

Target Attendees: This course is designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process.

Prerequisite(s): CON 110, Mission-Support Planning

Predecessor Course(s): CON 101, Basics of Contracting

Course Length: You have 60 calendar days to complete this course. The course consists of 8 lessons that could be completed in approximately 26 hours. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: BE8

CON 112 

Mission-Performance Assessment

Mission-Performance Assessment builds on the foundation established in CON 110 and CON 111. The course provides professionals with the knowledge they need to identify and utilize appropriate performance metrics when evaluating the contractor's performance in the mission. Course participants will explore processes for working with their customer to ensure contract performance meets mission requirements. Participants will explore assessment strategies and performance remedies, and they'll learn how to make and price contract changes after award, handle disputes, and close out completed contracts.

Objectives: Those who successfully complete this course will be able to:

- Evaluate a contractor's performance in the mission;
- Identify and evaluate commercial and noncommercial financing arrangements;
- Determine the appropriate actions necessary to ensure customer satisfaction;
- Identify and select the appropriate course of action for resolving a contractor dispute; and
- Identify contract closeout procedures.

Target Attendees: This course is designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process.

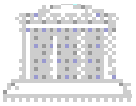
Prerequisite(s): CON 111, Mission-Planning Execution

Predecessor Course(s): CON 101, Basics of Contracting

Course Length: You have 60 calendar days to complete this course. The course consists of 6 lessons that could be completed in approximately 14 hours. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: BE9

CON 120 

Mission-Focused Contracting

Mission-Focused Contracting is the capstone course for Level I Contracting professionals. This course engages the participant in the entire acquisition process, from meeting with the customer to completing the contract closeout process. Participants will have an opportunity to learn and apply leadership, problem-solving, and negotiation skills. Using an integrated case study approach, participants will apply the knowledge and skills gained in previous Level I contracting courses.

Objectives: Those who successfully complete this course will be able to:

- Provide contracting advice based on market research;
- Prepare a solicitation package;
- Prepare, award, and debrief a contract requirement;
- Evaluate price reasonableness and conduct price negotiations;
- Plan and conduct a post-award conference; and
- Modify a contract, exercise a contract option, and complete the contract closeout process.

Target Attendees: This course is designed for personnel new to the contracting workforce or non-contracting personnel who play a role in the acquisition process.

Prerequisite(s):

- CON 100, Shaping Smart Business Arrangements
- CON 112, Mission-Performance Assessment

Predecessor Course(s): CON 104B, Principles of Contract Pricing, Part B; CON 104, Principles of Contract Pricing

Course Length: 10 class days

Method of Delivery: Resident

PDS Code: JHN

CON 214

Business Decisions for Contracting

Business Decisions for Contracting builds on contracting Level I pre-award business and contracting knowledge necessary to process complex procurements. The emphasis of this course is on planning successful mission-support strategies and executing an acquisition that optimizes customer mission performance. Professionals will learn the techniques for building successful business relationships, the benefits of strategic sourcing and spend analysis, and the ins and outs of providing contract financing. Also, professionals will take an in-depth look at subcontracting, how to conduct a formal source selection, and how to analyze the information necessary to determine contractor responsibility.

Objectives: Those who successfully complete this course will be able to:

- Identify how business relationships affect customer support;
- Identify a strategic sourcing recommendation based upon the results of a spend analysis;
- Identify contract risks and appropriate management strategies;
- Select the appropriate contract financing terms and/or conditions for a given contract;
- Determine subcontract requirements;
- Identify the source selection processes and procedures; and
- Determine if a contractor is responsible.

Target Attendees: This course is for intermediate-level contracting personnel who are Level I certified in Contracting and have 2 years of contracting experience.

Prerequisite(s): CON 112, Mission-Performance Assessment, if assigned to an Industrial/Contract Property Management position

Predecessor Course(s): CON 202, Intermediate Contracting

Course Length: You have 60 calendar days to complete this course. The course consists of 9 lessons that could be completed in approximately 19 hours.

Method of Delivery: Distance Learning

PDS Code: JHP

CON 215

Intermediate Contracting for Mission Support

Intermediate Contracting for Mission Support involves a case study in which professionals apply the knowledge and skills learned in the Level I Contracting courses and CON 214. Course participants demonstrate their ability to develop and execute business strategies to meet customer requirements. This course helps develop critical thinking, customer needs analysis, procurement strategy development, and source selection skills necessary for successful contract performance.

Objectives: Those who successfully complete this course will be able to:

- Develop a variety of options/alternate strategies to meet mission needs and promote customer satisfaction;
- Apply appropriate laws, regulations, and policies to a complex procurement;
- Apply formal source selection procedures;
- Conduct a competitive discussion; and
- Execute the appropriate contract arrangement to support customer needs.

Target Attendees: This course is for intermediate-level contracting personnel who are Level I certified in Contracting and have 2 years of contracting experience.

Prerequisite(s): CON 214, Business Decisions for Contracting

Predecessor Course(s): CON 202, Intermediate Contracting

Course Length: 8 class days preceded by a 2-week online classroom requirement

Method of Delivery: Resident

PDS Code: JHQ

CON 216

Legal Considerations in Contracting

This course focuses on legal considerations in the procurement process. Participants are introduced to the basic principles and sources of law relevant to procurement, including fiscal law. The course also addresses various other legal issues that may develop during the course of a contract, such as protests, assignment of claims, disputes, fraud, contractor debt, performance issues, and contract termination.

Objectives: Those who successfully complete this course will be able to:

- Identify the legal and ethical principles that apply to government contracts;
- Identify different processes through which challenges may be filed against a federal acquisition;
- Identify the legal obligations of both parties when a contract performance issue arises;
- Identify formal dispute-resolution procedures under the Contract Disputes Act;
- Identify criminal, civil, and administrative remedies for contract fraud;
- Identify the tools for recovering monies owed the government; and
- Select the process and procedures for terminating a contract.

Target Attendees: This course is for intermediate-level contracting personnel who are Level I certified in Contracting and have 2 years of contracting experience.

Prerequisite(s): CON 112, Mission-Performance Assessment, if assigned to an Industrial/Contract Property Management position

Predecessor Course(s): CON 210, Government Contract Law

Recommended: CON 215, Intermediate Contracting for Mission Support

Course Length: You have 60 calendar days to complete this course. The course consists of 11 lessons that could be completed in approximately 23 hours.

Method of Delivery: Distance Learning

PDS Code: JHR

CON 217

Cost Analysis and Negotiation Techniques

Cost Analysis and Negotiation Techniques builds on the basic pricing skills covered in the Level I Contracting curriculum and introduces methods and techniques necessary to analyze a contractor's cost proposal and to develop a government negotiation objective. Students will apply the cost analysis techniques to analyze a contractor's proposal and develop a cost objective. The course also introduces negotiation terminology, styles, and techniques.

Objectives: Those who successfully complete this course will be able to:

- Determine when cost analysis should be used;
- Identify the use and application of a contract audit;
- Make a determination on a contractor's estimating and accounting systems;
- Calculate a cost objective for direct material, direct labor, other direct costs, indirect costs, facilities cost of money, and profit/fee;
- Calculate a price/cost objective using simple regression analysis, learning curve analysis, and statistics; and
- Outline the process for conducting contract negotiations.

Target Attendees: This course is for intermediate-level contracting personnel who are Level I certified in Contracting and have 2 years of contracting experience.

Prerequisite(s): CON 112, Mission-Performance Assessment

Predecessor Course(s): CON 204, Intermediate Contract Pricing

Course Length: You have 60 calendar days to complete this course. The course consists of 13 lessons that could be completed in approximately 32 hours.

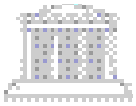
Method of Delivery: Distance Learning/Resident

Note: The delivery method of this course will change from a Distance Learning course to a combined Web-based/online and resident course in January 2009. When implemented, this course will be treated as a resident course for registration purposes. The Web-based/online section will provide instruction on 13 cost analysis and negotiation topics. Students must complete the online section at least 14 days prior to the classroom start date. The resident course will be 4.5 class days.

PDS Code: JHS

= Resident/Local = Distance learning

CON 218



Advanced Contracting for Mission Support

This course involves a case study in which professionals apply the knowledge and skills learned in the Levels I and II courses. Course participants demonstrate their ability to negotiate fair and reasonable prices and to consider the legal implications for various contract situations. The case study helps develop critical thinking, cost analysis, negotiation, and contract administration skills necessary for successful contract performance.

Objectives: Those who successfully complete this course will be able to:

- Develop a proactive strategic approach to satisfy the customer's evolving requirements;
- Take appropriate action to resolve various situations with legal implications;
- Use a Defense Contract Audit Agency audit report to prepare a negotiation objective;
- Apply the full range of contract pricing techniques to develop a pre-negotiation objective;
- Develop a negotiation strategy for a noncompetitive negotiation;
- Conduct a noncompetitive negotiation; and
- Manage contract performance in accordance with the contract.

Target Attendees: This course is for intermediate-level contracting personnel who are Level I certified in Contracting and have 2 years of contracting experience.

Prerequisite(s):

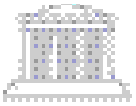
- CON 215, Intermediate Contracting for Mission Support
- CON 216, Legal Considerations in Contracting
- CON 217, Cost Analysis and Negotiation Techniques

Course Length: 10 class days preceded by a 2-week online classroom requirement

Method of Delivery: Resident

PDS Code: JHT

CON 232



Overhead Management of Defense Contracts

Overhead Management of Defense Contracts provides an understanding of industry overhead costs and the costs' impact on seller pricing/business strategies under various acquisition environments with differing contract types. Attendees will understand the development and application of overhead rates used in contract formation, administration, and closeout. The course-integrating case study provides hands-on application of the overhead-rate process in which attendees determine their own final overhead rates.

Objectives: Those who successfully complete this course will be able to:

- Develop, evaluate, and apply indirect rates;
- Assess program impacts with the changing business base;
- Interpret Defense Contract Audit Agency audit reports and evaluate recommendations; and
- Make final decisions on cost issues.

Target Attendees: This course is appropriate for contracting officers, buyers, price analysts, auditors, and contract administration personnel who are assigned to projects in which overhead situations are present. It is also appropriate for those who are involved in either contract formation or administration.

Prerequisite(s): CON 120, Mission-Focused Contracting

Recommended:

- CON 217, Cost Analysis and Negotiation Techniques
- Level I certified in Contracting
- 2 years of contracting experience

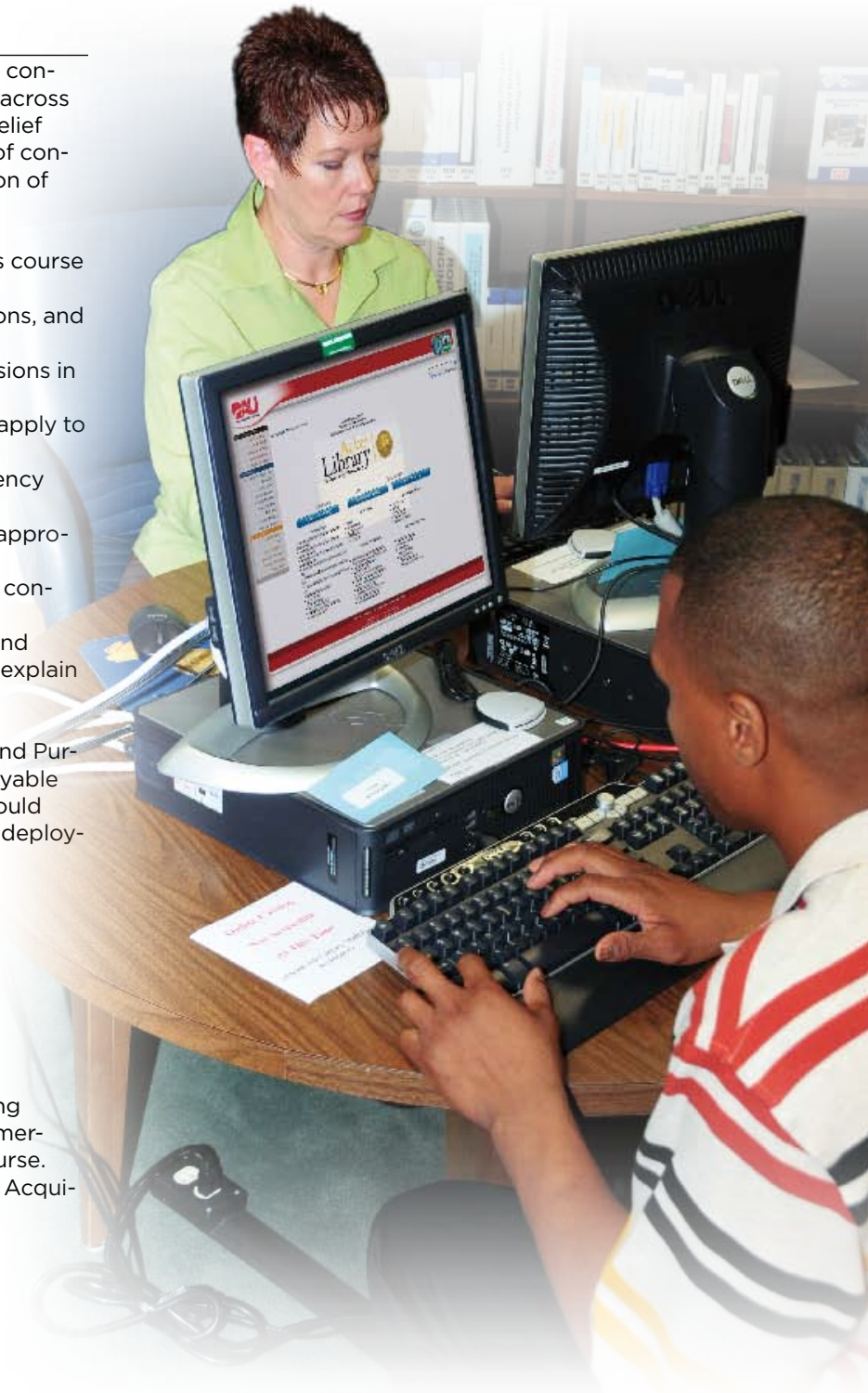
Course Length: 10 class days

Method of Delivery: Resident

PDS Code: BKA

CON 234

Contingency Contracting



Contingency Contracting develops skills for contracting support provided to Joint Forces across the full spectrum of military and disaster relief operations. Exercises focus on unique aspects of contingency, critical thinking skills, and the execution of appropriate contractual instruments.

Objectives: Those who successfully complete this course will be able to:

- Identify and apply contracting laws, regulations, and procedures for contingencies;
- Apply ethical principles in procurement decisions in foreign environments;
- Identify and apply control measures as they apply to contractors accompanying the force;
- Summarize and discuss elements of contingency contracting support planning;
- Assess customer requirements and execute appropriate procurement actions;
- Prepare, assemble, administer, and close out contracts, documents, files, and reports; and
- Recognize cross-cultural behavior patterns and antiterrorism force protection measures and explain their impact on contingency contracting.

Target Attendees: This course is for Contracting and Purchasing career field personnel who are in deployable positions. Whenever practical, professionals should attend the course prior to assuming duties as a deployable contracting officer or purchasing agent.

Prerequisite(s): CON 112, Mission-Performance Assessment

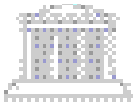
Course Length: 9 class days

Method of Delivery: Resident

Note: Acquisition workforce personnel supporting emergency acquisitions should complete the Emergency Response and Recovery Contracting Course. For information on this course, visit the Federal Acquisition Institute at *www.fai.gov*.

PDS Code: PAP

CON 235



Advanced Contract Pricing

Covering topics from price-based acquisition to the traditional cost-based environment, this course is designed for buyers, price analysts, and contracting officers tasked with obtaining fair and reasonable prices. CON 235 addresses market forces, the market research process, commerciality issues, and cost/price analysis techniques such as interviewing experts, analogy, decision theory, earned value statistics, parametrics, learning curves, and risk analysis.

Objectives: Those who successfully complete this course will be able to:

- Use inferential statistics and hypotheses testing;
- Analyze the relationship between two or more variables, describe that relationship using regression analysis, and defend the appropriateness of the model;
- Perform cost-risk analysis to support pre-negotiation objectives;
- Integrate quantitative techniques in a cost/price estimate;
- Conduct market research on a given procurement item; and
- Conduct a price analysis of a commercial item as broadly defined by Federal Acquisition Regulation criteria.

Target Attendees: This course is for any Level II/III personnel desiring advancement in major acquisitions (systems, sustainment, or services), particularly in a price-based acquisition environment.

Prerequisite(s):

- CON 218, Advanced Contracting for Mission Support
- Note: CON 204, Intermediate Contract Pricing, will be accepted as a prerequisite equivalent of CON 218

Recommended: Level II certification in Contracting

Course Length: 10 class days

Method of Delivery: Resident

PDS Code: PAQ

CON 236

Contractual Aspects of Value Engineering

Value engineering is a systematic effort directed at analyzing the functional requirements of a system, equipment, facility, procedure, service, or supply item to achieve essential functions at the lowest overall cost. This course provides a review of the contractual aspects of value engineering as it applies to government supply/service contracts, and to the Federal Acquisition Regulation Part 48 and the applicable value engineering clause.

Objectives: Those who successfully complete this course will be able to:

- Apply the appropriate value engineering clause by differentiating among the types of value engineering programs;
- Validate, by assessment, value engineering change proposals for business case acceptability;
- Calculate savings resulting from accepted value engineering change proposals; and
- Modify the contract after formal processing and acceptance of value engineering change proposals.

Target Attendees: This course is for contracting, program management, and functional personnel who may be involved in value engineering applications or support major weapons systems and can be expected to encounter specific value engineering activity. Although the course is targeted for contracting personnel, individuals not assigned to contracting are encouraged to attend.

Prerequisite(s): None

Recommended: Level II certification in Contracting; a working knowledge of contracting, program management, or a related functional area of expertise; or 2 years of experience

Predecessor Course(s): CON 212, Contractual Aspects of Value Engineering

Course Length: You have 19 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: PAR

CON 237

Simplified Acquisition Procedures

Professionals participating in this course will gain training on Part 13 of the Federal Acquisition Regulation and Part 213 of the Defense Federal Acquisition Regulation Supplement, which cover simplified acquisition procedures (SAP).

Objectives: Those who successfully complete this course will be able to:

- Recognize and explain the advantages of using simplified acquisition procedures;
- Identify the types of purchases that can be made using simplified acquisition procedures;
- Perform market research appropriate to the acquisition;
- Determine when required sources must be used;
- Determine the extent of competition required when using SAP;
- Select the appropriate method of solicitation using SAP;
- Select the appropriate method of purchase using SAP;
- Evaluate quotes or offers;
- Make awards using SAP; and
- Identify common contract administration issues related to simplified acquisitions.

Target Attendees: This course is required for those pursuing Level I certification in the Purchasing career field. It may also be taken by those in the Contracting career field seeking Core Plus training.

Prerequisite(s): None

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: PAS

CON 243

Architect-Engineer Contracting

This course, focusing on contracting for architect-engineers, covers issues across the contracting spectrum, including acquisition planning, source selection, proposal analysis, contract award and work, and contract management. Specific topics and practical exercises allow professionals to gain knowledge of the Brooks Act, SF-330, the slate and selection process, the review of government estimates, liability, Title II services, modifications, and contracting officer's technical representative responsibilities.

Objectives: Those who successfully complete this course will be able to:

- Determine the necessity of using Brooks Act procedures;
- Select an architect-engineer firm;
- Negotiate, award, manage, and administer a contract; and
- Understand critical pre- and post-award functions concerning architect-engineer contracts.

Target Attendees: This course is intended for those who are Level I certified in Contracting and are assigned contracting responsibilities for architect-engineer contracts. Whenever practical, professionals should attend CON 243 prior to assuming architect-engineer contracting duties.

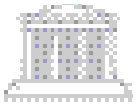
Prerequisite(s): CON 120, Mission-Focused Contracting

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: PGF

CON 244



Construction Contracting

This course focuses on construction contracting issues involving acquisition planning, contract performance management, funding, environmental concerns, construction contract language, construction contracting in the commercial setting, the Davis-Bacon Act, design/build, basic schedule delay analysis, constructive changes, acceleration, and construction contract quality management.

Objectives: Those who successfully complete this course will be able to:

- Conduct appropriate, successful, effective construction acquisition planning;
- Properly solicit and award a construction contract;
- Diagnose, troubleshoot, and determine better construction contract administration; and
- Select the best construction business decision, given the contract situation, using critical analysis/thinking.

Target Attendees: This course is for those in the Contracting career field or assigned specific contract administration duties for construction contracts, e.g., professional engineers, quality assurance personnel, and legal counsel personnel. Whenever practical, professionals should attend this course prior to assuming duties related to construction contracting.

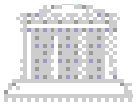
Prerequisite(s): CON 120, Mission-Focused Contracting

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: PGG

CON 250



Fundamentals of Cost Accounting Standards—Part I

Fundamentals of Cost Accounting Standards—Part I provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board, cost accounting standards, and disclosure statements for federal contracts. This course addresses only those standards applicable to modified cost accounting standards coverage.

Objectives: Those who successfully complete this course will be able to:

- Determine if a given practice is compliant with cost accounting standard 401, 402, 405, and 406 (modified cost accounting standard coverage);
- Verify applicability of cost accounting standard and type of coverage;
- Determine if and when disclosure of the contractor's practices is required;
- Determine if a cost impact proposal is necessary; and
- Determine appropriate contract adjustments (if a cost impact proposal is necessary).

Target Attendees: CON 250 is for military officers, O-3 and above, or civilians, GS-9 and above, with at least 2 years of experience in the Contracting career field. Personnel should be responsible for cost accounting standards administration for one or more contractors or have a current (or pending) assignment dealing with cost accounting standards-related issues.

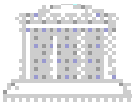
Prerequisite(s): CLC 008, Indirect Costs

Recommended: Completion of a first-year college accounting course or equivalent and completion of CON 232, Overhead Management of Defense Contracts

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: BZM

CON 251 

Fundamentals of Cost Accounting Standards—Part II

Fundamentals of Cost Accounting Standards—Part II provides detailed, hands-on instruction in the various aspects of Public Law 100-679, including the rules and regulations of the Cost Accounting Standards Board and cost accounting standards. Whereas Part I addresses only those standards applicable to modified cost accounting standards coverage, Part II addresses additional standards for full cost accounting standards coverage situations.

Objectives: Those who successfully complete this course will be able to:

- Determine if a given practice is compliant with cost accounting standards (full cost accounting standards coverage);
- Verify applicability and compliance with the numerous standards for fully covered contractors, including cost accounting standards 403-404, 407-411, 414-415, 417-418, and 420;
- Determine if and when disclosure of the contractor's practices is required;
- Determine whether a cost impact proposal is necessary; and
- Determine appropriate contract adjustments (if a cost impact proposal is necessary).

Target Attendees: This course is designed for civilian (or equivalent military) personnel, GS-9 and above, with at least 2 years of experience in the Contracting career field. Personnel should be responsible for cost accounting standards administration for one or more fully covered contractors or have a current (or pending) assignment dealing with fully covered contractor cost accounting standards issues on a regular basis.

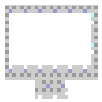
Prerequisite(s): CON 250, Fundamentals of Cost Accounting Standards—Part I

Recommended: Completion of a first-year college accounting course or equivalent and completion of CON 232, Overhead Management of Defense Contracts

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: BZN

CON 260A 

The Small Business Program, Part A

The Small Business Program, Part A, provides an overview of the fundamentals of the DoD Small Business Program and focuses particular attention on the small business specialist's role as a vital member of the acquisition team.

Objectives: Those who successfully complete this course will be able to:

- Recognize those factors that shape and govern the Small Business Program; and
- Identify the duties and responsibilities of the small business specialist in implementing the Small Business Program.

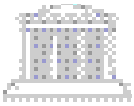
Target Attendees: This class is designed for all acquisition professionals who partake in matters relating to the DoD Small Business Program.

Prerequisite(s): None

Course Length: You have 24 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: J08

CON 260B 

The Small Business Program, Part B

A follow-on course to CON 260A, this course focuses on developing the skills and knowledge necessary for a small business specialist. Associated programs and initiatives that support the program and DoD's efforts to improve small business participation in both prime contracting and subcontracting will also be reviewed, with particular attention to the small business specialist's role as a vital member of the acquisition team.

Objectives: Those who successfully complete this course will be able to:

- Describe how to provide assistance to small businesses in finding government prime contracting and subcontracting opportunities;
- Determine if a business is small;
- Conduct market research to maximize small business participation at the prime and subcontracting levels;
- Participate as an active member of the acquisition team in developing an appropriate acquisition strategy that maximizes small business participation;
- Describe the Small Business Administration's role in the acquisition process;
- Implement subcontracting requirements; and
- Identify other small business-related programs and initiatives.

Target Attendees: This course is designed for acquisition professionals who have Level II certification in Contracting and who perform small business specialist duties. The course is also recommended for acquisition professionals who partake in matters relating to the DoD Small Business Program and who have 2 to 4 years of acquisition experience.

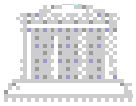
Prerequisite(s):

- CON 260A, The Small Business Program, Part A
- Level II certification in Contracting

Course Length: 3 class days

Method of Delivery: Resident

PDS Code: J09

CON 353 

Advanced Business Solutions for Mission Support

Advanced Business Solutions for Mission Support is required for a professional to obtain Level III certification in Contracting. Participants are given realistic scenarios and work in teams to practice developing sound business solutions as a valued strategic and expert business advisor. The course is designed to teach professionals to contribute solutions to senior leadership and supervisors. It is also designed to provide an overview of community of practice resources available for those in the Contracting career field.

Objectives: Those who successfully complete this course will be able to:

- Effectively apply business leadership and expertise (technical, business, and financial) to mission-supporting business solutions;
- Innovate and use best practices in combination with critical thinking, problem-solving, and dilemma-resolution skills for improved planning, execution, and performance management outcomes;
- Develop business solutions that reflect consideration of risk and impacts on performance; and
- Contribute to the development and implementation of change through an improved understanding of the legislative, regulatory, and policy processes.

Target Attendees: This course is designed for professionals who work or are projected to work in a position requiring Level III certification in Contracting.

Prerequisite(s):

- At least 1 year of contracting or property experience after obtaining Level II certification in Contracting or Industrial/Contract Property Management
- CON 218, Advanced Contracting for Mission Support (*only if no*t Level II certified in Contracting or Industrial/Contract Property Management)

Predecessor Course(s): CON 333, Management for Contracting Supervisors

Course Length: 10 class days preceded by required online assignments

Method of Delivery: Resident

PDS Code: JHI

FE 201

Intermediate Facilities Engineering

Intermediate Facilities Engineering is required for Level II certification in Facilities Engineering. The course provides a broad understanding of the overall facilities engineering process and the roles/responsibilities of acquisition team members as they relate to the facility life cycle in support of military missions. Participants will learn when to seek the assistance of professionals in various specialty areas.

Objectives: Those who successfully complete this course will be able to:

- Discuss program management components, contracting procedures, and design and construction processes relating to facilities engineering projects;
- Discuss and apply financial laws, regulations, and procedures;
- Identify when there is a real estate acquisition, management, or disposal component;
- Apply environmental requirements that arise during the DoD facility life cycle;
- Describe basic elements of the comprehensive planning and project planning processes;
- Describe elements used to manage sustainment, restoration, and modernization; and
- Relate the contingency engineering process to facilities engineering requirements.

Target Attendees: This course is for those with Level I certification in Facilities Engineering and at least 2 years of facilities engineering experience.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery:
Distance Learning

PDS Code: JHM

GRT 201

Grants and Agreements Management

Grants and Agreements Management presents the foundational knowledge required to work as a grants officer. Course participants learn about grants, cooperative agreements, and technology investment agreements. The course also provides a brief overview of other types of assistance transactions. Please note that this course does not address other transactions used to carry out prototype projects, which involve acquisitions instead of assistance, and therefore fall out of the scope of this course.

Objectives: Those who successfully complete this course will be able to:

- Explain the qualitative differences among instruments available for obligating federal dollars and be able to choose the most appropriate instrument in various situations;
- Identify the elements of the legal framework that apply to assistance; and
- Perform the responsibilities of the grants officer in accordance with regulations and statutes.

Target Attendees: This course is designed for personnel involved in pre- and post-award assistance processes, specifically those who are in a career path leading to a position as a grants officer or agreements officer.

Prerequisite(s): None

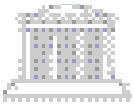
Recommended: Level I certification in Contracting

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: BU4

IND 100



Contract Property Administration and Disposition Fundamentals

This course provides property administrators, plant clearance officers, contracting officers, and personnel in related fields a comprehensive understanding of the contractual regulatory and statutory requirements for government property administration and disposition

Objectives: Those who successfully complete this course will be able to:

- State the government's policies and exceptions on providing government property to contractors;
- Explain the Federal Acquisition Regulation government property clauses;
- Describe the duties and responsibilities of the property administrator and plant clearance officer;
- Investigate and determine appropriate action for lost, damaged, or destroyed government property;
- Understand the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement requirements for government property disposition; and
- Describe the requirements for properly disposing of hazardous wastes, items requiring demilitarization, and computer components.

Target Attendees: This course is recommended for all industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. It is highly recommended for production and quality assurance personnel involved with property administration. It may also be taken by contracting officers, program managers, auditors, and team leaders with significant property administration responsibilities.

Prerequisite(s): CON 100, Shaping Smart Business Arrangements

Recommended: Some prior knowledge or experience with property management

Predecessor Course(s): IND 101, Contract Property Administration Fundamentals; and IND 102, Contract Property Disposition

Course Length: 10 class days

Method of Delivery: Resident

PDS Code: BZP

IND 103

Contract Property Systems Analysis Fundamentals

Contract Property Systems Analysis Fundamentals builds a solid foundation in auditing principles and process analysis techniques for entry-level property professionals. The instructional process underscores the importance of property control system requirements and provides the tools necessary for the property administrator to plan and perform a property control systems analysis.

Objectives: Those who successfully complete this course will be able to:

- Plan and schedule a contract property control systems analysis;
- Determine proper use of sampling;
- Define the appropriate population for review for all processes;
- Analyze the sample for deficiencies that fail to meet contractual requirements;
- Determine the rating for the function, functional segment, and property control system; and
- Recommend a course of corrective action.

Target Attendees: This course is for all Level I industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. It is recommended for contracting, production, and quality assurance personnel with property control systems analysis responsibilities.

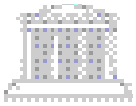
Prerequisite(s): IND 100, Contract Property Administration and Disposition Fundamentals

Recommended: 1 year of property management experience after completing IND 100

Course Length: You have 10 calendar days to complete this course.

Method of Delivery: Distance Learning

PDS Code: BRL

IND 200 

Intermediate Contract Property Administration and Disposition

This course is provides an overview of current contractual, regulatory, and statutory issues. Participants analyze case studies and participate in plant tours. The course is designed for experienced industrial property management specialists, property administrators, plant clearance officers, contracting officers, and their supervisors.

Objectives: Those who successfully complete this course will be able to:

- Define types of property provided to contractors and the clauses used to do so;
- Describe inventory management procedures and policies, consumption analysis, physical inventories, and adjustments;
- Identify criteria for acquiring, using, and recording special tooling, test equipment, and agency-peculiar property;
- Apply various risk-of-loss contract provisions; and
- Differentiate policies and procedures for disposition and plant clearance of government property.

Target Attendees: IND 200 is for Level II certified industrial property management specialists and industrial plant clearance specialists, including property administrators and plant clearance officers in the GS-1103 series. It is highly recommended for production and quality assurance personnel involved with property administration. It may also be taken by contracting officers, program managers, auditors, and team leaders with significant property administration responsibilities.

Prerequisite(s): IND 103, Contract Property Systems Analysis Fundamentals

Predecessor Course(s): IND 201, Intermediate Contract Property Administration; and IND 202, Contract Property Management Seminar

Recommended: 1 year of property management experience after completing IND 103

Course Length: 10 class days

Method of Delivery: Resident

PDS Code: BZQ

IRM 101 

Basic Information Systems Acquisition

This course covers introductory-level concepts in DoD information systems acquisition management such as software acquisition/development risks, DoD regulatory and technical frameworks, software and system architectures, and software development life cycle and integration processes. Software standards, measurements, testing, security, quality issues, process maturity, as well as best practices for the management of software-intensive systems are also reviewed.

Objectives: Those who successfully complete this course will be able to:

- Understand software acquisition and information technology management-specific terms and concepts;
- Recognize software measures, development models, paradigms, and strategies appropriate for use in software-intensive acquisitions;
- Recognize organizational and individual roles and responsibilities; and
- Reference sources for software acquisition and information technology management policies, standards, and best practices.

Target Attendees: This course is designed for acquisition workforce members who are members or prospective members of the Information Technology career field.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Recommended: At least 1 year of acquisition experience

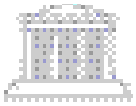
Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JHD

Note: If you completed SAM 101 Basic Software Acquisition Management after Nov. 15, 2005, then you have met the requirement for IRM 101 if your career field requires this for certification.

IRM 201



Intermediate Information Systems Acquisition

Intermediate Information Systems Acquisition focuses on the application of policies, concepts, and practices that guide and control the management and acquisition of information systems/information technology in DoD. Exercises, labs, lectures, and group discussion are used to cover such topics as information systems/information technology policies, strategic planning, information assurance, architecture, advancing technologies, and more.

Objectives: Those who successfully complete this course will be able to:

- Explain the concepts and terminology that comprise the major and non-major information system acquisition management processes and how the processes interact;
- Define the roles, activities, and relationships of DoD, other government entities, and industry that participate in and affect the acquisition of information technology;
- Apply management skills needed to effectively and efficiently use people, money, facilities, information, and time to accomplish information systems acquisition objectives;
- Identify internal and external factors that influence and constrain the information system acquisition process; and
- Summarize strategies on how to deal with these factors in light of risk, uncertainty, and change.

Target Attendees: This course is designed for acquisition workforce personnel and industry equivalents who require an understanding of the management and acquisition of information systems within DoD.

Prerequisite(s):

- ACQ 201B, Intermediate Systems Acquisition, Part B
- IRM 101, Basic Information Systems Acquisition

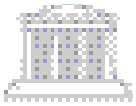
Recommended: CLE 025, Information Assurance for Acquisition Professionals, and at least 2 years of IT acquisition experience.

Course Length: 10 class days

Method of Delivery: Resident

PDS Code: QN5

IRM 304



Advanced Information Systems Acquisition

Advanced Information Systems Acquisition is the capstone course in the DAU Information Resource Management sequence. The course focuses on decision making and issues related to information systems/information technology leadership, capital investment management, and acquisition. Using case studies, the course integrates advanced topics in planning, designing, and implementing comprehensive programs to acquire effective information systems.

Objectives: Those who successfully complete this course will be able to:

- Evaluate information systems/information technology leadership, management, and acquisition issues to make strategic-level decisions in DoD; and
- Effectively lead or participate in information systems/information technology integrated product teams that foster acquisition excellence initiatives and manage information systems/information technology as a capital investment.

Target Attendees: This course is designed for senior-level acquisition workforce members who are managers of DoD information technology and software-intensive systems, or the industry equivalent.

Prerequisite(s):

- IRM 201, Intermediate Information Systems Acquisition
- SAM 201, Intermediate Software Acquisition Management

Predecessor Course(s): IRM 303, Advanced Information Systems Acquisition

Recommended: At least 4 years of information technology acquisition experience; CLE 006, Enterprise Integration Overview

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: BZE

LAW 801

Acquisition Law

DoD policy now mandates that the acquisition process be conducted through integrated product teams. The employment of integrated product teams in the acquisition process has resulted in the involvement of many non-contracting government personnel. LAW 801 provides an overview of government contract law, specifically laws and regulations that are applicable to government contracts.

Objectives: Those who successfully complete this course will be able to:

- Apply various laws and regulations applicable to the government contracting process; and
- Comprehend the legal significance of the contents of the contractual instrument and actions taken by those involved in the acquisition process.

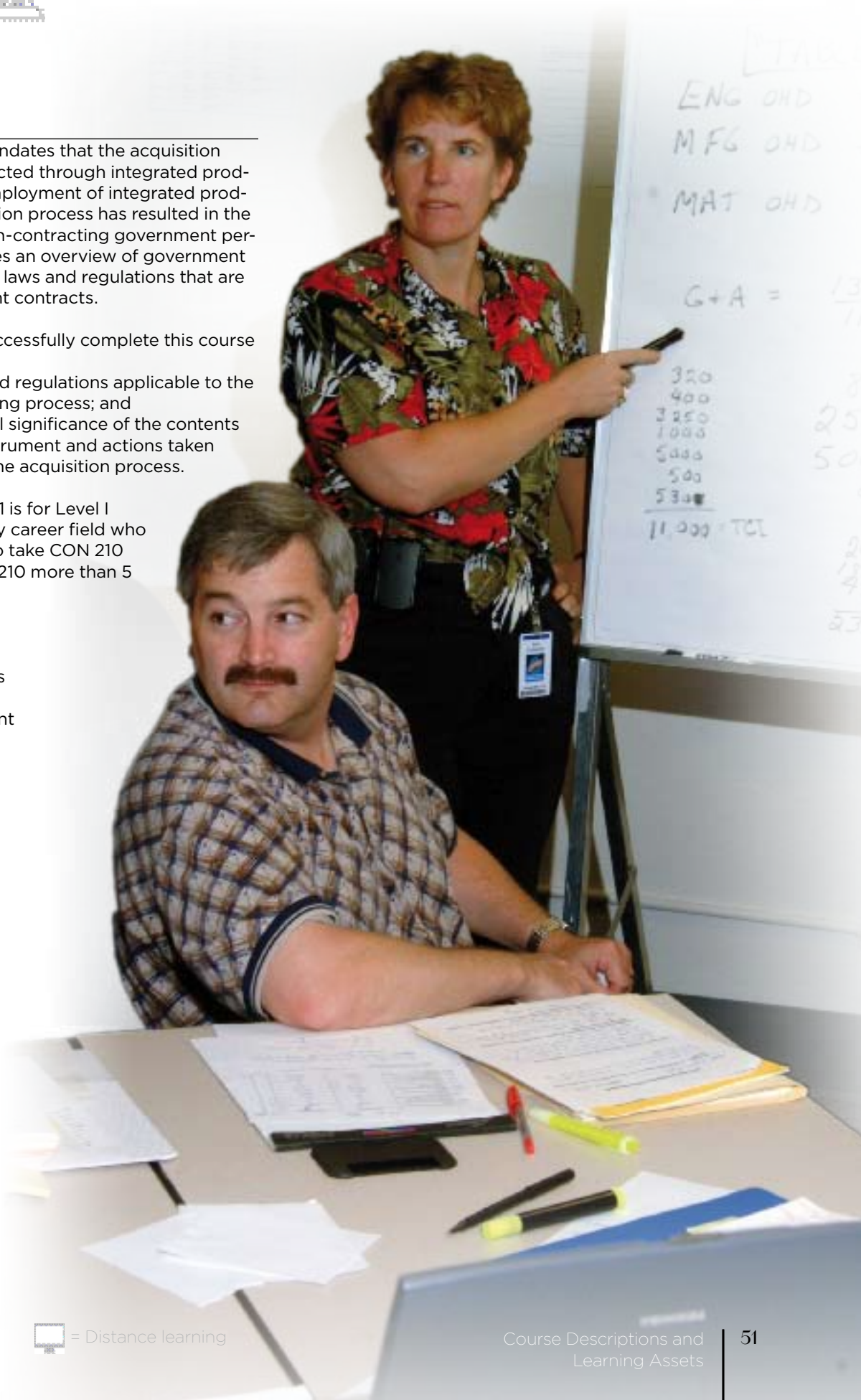
Target Attendees: LAW 801 is for Level I certified personnel in any career field who are either not required to take CON 210 or who completed CON 210 more than 5 years ago.

Prerequisite(s): None

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: JHH



LOG 101

Acquisition Logistics Fundamentals

Acquisition Logistics Fundamentals provides a broad overview of the role of acquisition logistics in the systems acquisition life cycle and systems engineering processes. Modules cover the logistics-relevant aspects of requirements identification, life cycle costing, integrated product and process development, sustainment logistics, supportability analysis, product support, contracting, and contractor support.

Objectives: Those who successfully complete this course will be able to:

- Understand how today's defense systems and equipment are conceived, developed, tested, acquired, and operated;
- Understand the role of the commercial sector;
- Comprehend the philosophy and objectives of logistics support and attendant management functions; and
- Understand logistics-related disciplines and the policies, procedures, and management techniques used to establish a logistics-support capability.

Target Attendees: Professionals responsible for planning, establishing, and maintaining the logistics-support infrastructure for DoD systems and equipment in each phase of the acquisition life cycle.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Recommended: At least 6 to 12 months of experience in an acquisition organization

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JR1

LOG 102

Systems Sustainment Management Fundamentals

Systems Sustainment Management Fundamentals provides a broad overview of the role of the life cycle logistician during the sustainment phase of a weapons system's life cycle. Modules cover logistics/supply chain management concepts, maintenance processes, end-to-end distribution, best commercial practices as applied to weapon systems sustainment, performance metrics, partnering/alliance opportunities and experiences, performance-based support, enterprise business environment and opportunities, and reduction in life cycle/total ownership costs.

Objectives: Those who successfully complete this course will be able to:

- Recognize the role of the life cycle logistician during the sustainment phase of a weapons system's life cycle;
- Identify the concepts, policies, and practices of logistics/supply-chain management as they apply to new and legacy systems during the sustainment phase of their life cycle; and
- Identify the best practices in developing and implementing performance-based support.

Target Attendees: Professionals responsible for establishing and maintaining life cycle logistics support for defense systems and equipment during the sustainment phase. Professionals certified at Level I and above in any career field are also encouraged to take this course.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Recommended: At least 6 to 12 months of experience in an acquisition or sustainment organization

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JHF

LOG 200 

Intermediate Acquisition Logistics, Part A

As the first part of a two-course series, LOG 200 is designed for intermediate acquisition logistics professionals. It provides a dynamic, real-time learning environment oriented toward developing the managerial and technical logistics competencies of the life cycle logistician. Special emphasis is placed on the roles and responsibilities of the life cycle logistician in the areas of regulatory environment, oversight, and review; management processes; technical activities; and the DoD planning, programming, budgeting, and execution process.

Objectives: Those who successfully complete this course will be able to:

- Understand the integrated life cycle management framework;
- Perform life cycle logistics functions such as defining supportability objectives, evaluating product support capabilities, developing initial product support strategies, and completing a product support plan; and
- Identify the key acquisition milestones and events that require direct life cycle logistician interface and the necessary deliverables that ensure systems are designed for supportability.

Target Attendees: LOG 200 is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Professionals should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite(s):

- ACQ 201B, Intermediate Systems Acquisition, Part B
- LOG 101, Acquisition Logistics Fundamentals
- LOG 102, Systems Sustainment Management Fundamentals

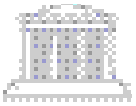
Predecessor Course(s): LOG 201A, Intermediate Acquisition Logistics, Part A

Recommended: Professionals should have life cycle logistics experience and be currently assigned or expected to be assigned to a supportability manager position

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: RGS

LOG 201 

Intermediate Acquisition Logistics, Part B

As the second part of a two-course series LOG 201 is designed for intermediate acquisition logistics professionals. The course provides a dynamic, group-based, facilitated learning environment oriented toward further developing logistics competencies required by the life cycle logistician during weapons and equipment systems development. It challenges the professional to think critically, differentiate support alternatives, and provide solutions to ensure the early integration of operational supportability into the system development process. These skills are refined by instructor-facilitated group exercises and discussions. Special emphasis is placed on developing and delivering the required logistics inputs that ensure supportability is designed into a system.

Objectives: Those who successfully complete this course will be able to:

- Understand the major interfaces and decision points in the integrated defense acquisition, technology, and logistics life cycle management framework;
- Understand the development and delivery of logistics and sustainment inputs required to ensure supportability is designed into DoD weapon systems; and
- Understand the role of the life cycle logistician in system development.

Target Attendees: LOG 201 is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Professionals should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite(s): LOG 200, Intermediate Acquisition Logistics, Part A

Predecessor Course(s): LOG 201B, Intermediate Acquisition Logistics, Part B

Recommended: Professionals should have life cycle logistics experience and be currently assigned or expected to be assigned to a supportability manager position

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: JR3

LOG 203

Reliability and Maintainability

Professionals who take this course will be able to understand the relationship between reliability and maintainability and acquisition logistics, and to evaluate the impact of reliability and maintainability decisions. Stressing a conceptual approach, the course presents basic reliability and maintainability terminology and engineering practices.

Objectives: Those who successfully complete this course will be able to:

- Explain why successful reliability and maintainability activity decreases logistics costs and increases combat capability;
- Develop operational and contractual reliability and maintainability requirements;
- Discuss well-established reliability and maintainability design/analysis activities;
- Explain reliability growth testing and reliability certification testing; and
- Explain how to preclude latent defects from entering service.

Target Attendees: This course is intended for life cycle logisticians, systems engineers, reliability and maintainability engineers, program managers, and others involved in the development of systems and life cycle support.

Prerequisite(s): None

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: AKA

LOG 204

Configuration Management

This fast-paced, cross-disciplinary course teaches professionals about the interrelationship of configuration management to life cycle activities as well as configuration management concepts and basic practices such as configuration identification, status accounting, audits and verification, configuration change management, performance measures, and configuration management planning. The course also provides an overview of requirements to design, develop, implement, oversee, and operate a configuration management program across the system life cycle. Professionals will gain knowledge of the application and impacts on configuration management by current and emerging issues such as total life cycle systems management, product data management, unique-item identification, evolutionary acquisition, performance-based logistics, condition-based maintenance, prognostics and health management, and diminishing manufacturing sources and material shortages.

Objectives: Those who successfully complete this course will be able to:

- Incorporate configuration management concepts, principles, processes, and applications for managing configuration across the system life cycle into applicable on-the-job activities;
- Apply configuration management planning and performance measures when engaged in system configuration management processes; and
- Integrate the latest initiatives, guidance, and policies when analyzing the impact of current and emerging configuration management issues, policies, and support concepts.

Target Attendees: This course is intended for life cycle logisticians, systems engineers, configuration managers, program managers, and others involved in the development of systems and life-cycle support.

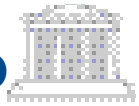
Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Recommended: At least 2 to 4 years of experience in an acquisition or sustainment organization

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: QMB

LOG 210 

Supportability Manager Tools

This course provides the knowledge necessary to identify and apply various supportability tools to meet logistics requirements throughout the system life cycle. LOG 210 provides hands-on familiarization in the use and application of select supportability tools in areas such as life cycle cost; maintenance concept optimization and level of repair analysis; logistics management information development, management, and integration; program management documentation generation; sparing analysis; and post-fielding support analysis. Scenario-driven practical exercises are used to enhance tool understanding and analysis applications.

Objectives: Those who successfully complete this course will be able to:

- Better comprehend the purpose of supportability tools and how they are applied throughout the system life cycle;
- Comprehend and relate the overall use, capabilities, features, benefits, and key input/outputs of joint military service supportability tools; and
- Successfully apply the knowledge and understanding of supportability tools through the use of scenario-driven practical exercises.

Target Attendees: This course is for logisticians and systems engineers involved in the development of weapons and equipment systems and their related life cycle support.

Prerequisite(s): None

Recommended: Professionals should have life cycle logistics experience and be currently assigned or expected to be assigned to a supportability manager position

Course Length: 3 class days

Method of Delivery: Resident

PDS Code: JHW

LOG 235 

Performance-Based Logistics, Part A

Performance-Based Logistics, Part A, provides a dynamic, real-time learning environment oriented toward developing a range of logistics competencies. It challenges the participant to review current policy and demonstrate an understanding of how early integration of performance-based support concepts into the systems-development process leads to the achievement of DoD's logistics goals. It is intended for mid-level logistics professionals needing skills required to excel in today's demanding and dynamic product-support environment.

Objectives: Those who successfully complete this course will be able to:

- More fully understand the knowledge areas of their job as members of the life cycle logistics workforce (concentrating on performance-based product support; business case analysis; continuous modernization; supply chain management; configuration management; enterprise integration; commercial integration; support options; and reliability, maintainability, and supportability);
- Understand the specific relation and application of the functional areas in a performance-based logistics framework; and
- Develop a more in-depth knowledge of their current applications within DoD.

Target Attendees: LOG 235 is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Professionals should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite(s): None

Predecessor Course(s): LOG 235A, Performance-Based Logistics, Part A

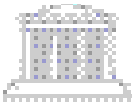
Recommended: Professionals should have life cycle logistics experience and be currently assigned or expected to be assigned to a life cycle logistics position

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JHL

LOG 236



Performance-Based Logistics, Part B

Performance-Based Logistics, Part B, provides a dynamic, group-based, facilitated learning environment in which the professional further develops the logistics competencies introduced in LOG 235. Participants will acquire tools and techniques required to design, develop, and implement performance-based support at the system, subsystem, or commodity level in new acquisition and legacy systems. It challenges the participant to think critically and differentiate among support alternatives and provide solutions that ensure the early integration of performance-based product support in the systems-development process. These skills are refined by instructor-facilitated group exercises and discussions.

Objectives: Those who successfully complete this course will be able to:

- Perform proficiently as members of the life cycle logistics workforce;
- Apply their knowledge of the concepts, policies, practices of performance-based logistics;
- Identify the relationship between logistics function and processes;
- Understand the basic concepts of business case analysis and its application in assessing and determining potential performance-based support alternatives; and
- Understand the role and integration of performance-based logistics in the logistics transformation environment.

Target Attendees: LOG 236 is for military officers, O-3 and above; civilians, GS-9 and above; and industry equivalents who are Level I certified in Life Cycle Logistics. Professionals should have 2 to 4 years of acquisition and/or logistics experience.

Prerequisite(s):

- LOG 201, Intermediate Acquisition Logistics, Part B
- LOG 235, Performance-Based Logistics, Part A

Predecessor Course(s): LOG 235B, Performance-Based Logistics, Part B

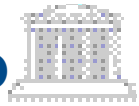
Recommended: Professionals should have life cycle logistics experience and be currently assigned or expected to be assigned to a life cycle logistics position

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: RGY

LOG 350



Enterprise Life Cycle Logistics Management

Enterprise Life Cycle Logistics Management prepares the life cycle logistician to perform in senior-level life cycle logistics management and policy-making positions. Professionals are required to conduct research, engage in critical thinking exercises, and perform leadership responsibilities in a small group decision-making environment. Professionals engage in a dynamic, fast-paced, threaded exercise addressing complex relationships in life cycle logistics support planning, acquisition policy, supportability analysis, program management, performance-based logistics, and business case analysis. The course spans a system's entire life cycle from concept through demilitarization and disposal, including acquisition logistics planning events, and operations and support sustainment planning.

Objectives: Those who successfully complete this course will be able to:

- Distinguish the life cycle logistician's functions during each phase of the life cycle;
- Evaluate the components of and the life cycle logistician's role in the systems engineering process;
- Analyze and integrate major acquisition and sustainment policy requirements from the advanced-level logistics perspective; and
- Contribute to the integration of life cycle logistics processes within the operational tenets of DoD transformation, including performance-based product support solutions.

Target Attendees: This course is for professionals Level II certified in life cycle logistics who are military officers O-4 and above; DoD civilians GS-13 (or equivalent) and above; and industry counterparts

Prerequisite(s): LOG 236, Performance-Based Logistics, Part B

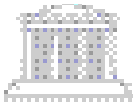
Course Length: 9 class days preceded by approximately 7-10 hours of online precourse work

Method of Delivery: Resident

PDS Code: AH1

Note: This course replaces LOG 304, Advanced Life Cycle Logistics Management as the Life Cycle Logistics Level III Certification Standard effective Oct. 1, 2008.

PMT 202



Multinational Program Management

Professionals who take this course gain the skills and knowledge they need to work in the international defense acquisition environment. The course emphasizes the U.S. policy of encouraging armaments cooperation and interoperability with U.S. allies. National, DoD, and U.S. military service policies on international cooperative development, production, and support are explored, as well as the relationship between cooperative acquisition and security assistance.

Objectives: Those who successfully complete this course will be able to:

- Identify the roles and responsibilities of individuals involved in cooperative acquisition and security assistance programs, including the involvement of foreign governments and their industries;
- Describe key Department of State, DoD, and U.S. military services policies on international cooperative development, production and logistics, as well as security assistance;
- Recognize various types of agreements that promote U.S. international cooperation policy (data exchanges, Nunn Amendment programs, foreign comparative testing, bilateral and multilateral projects and programs, and security assistance); and
- Prepare, formulate, and support a security assistance sale, direct commercial sale, cooperative acquisition, or hybrid international program.

Target Attendees: This course is designed for professionals who are involved in any form of international defense cooperation or security assistance. This course is mandatory for Program Management professionals in the international program management career path.

Prerequisite(s): None

Recommended:

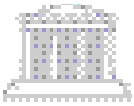
- CLI 001, International Armaments Cooperation, Part 1; CLI 002, International Armaments Cooperation, Part 2; CLI 003, International Armaments Cooperation, Part 3; and CLI 004, Information Exchange Program, DoD Generic
- These recommended courses will be required beginning in the 2010 academic year

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: PAJ

PMT 203



International Security and Technology Transfer/ Control

This course provides a comprehensive overview of U.S. law, policy, and regulations that govern International Security and Technology Transfer/ Control. Professionals will learn the procedures for the export and import of defense and dual-use equipment and services, for handling classified and controlled unclassified program information, and for foreign visit control. The course has five components: acquisition documentation; security and data transfer; export/ import licensing; contractor operations; and laws, policies, and procedures.

Objectives: Those who successfully complete this course will be able to:

- Identify, analyze, and apply the laws, policies, and processes necessary to develop system and contractor classification guidance for the control of critical program information;
- Describe the national security policy issues and export/import licensing constraints (as defined by the departments of State, Commerce, Treasury, and Customs) and evaluate their effects on domestic and international DoD programs;
- Recognize hostile and friendly foreign power elicitation and technology collection methods and techniques and develop methods of protecting information; and
- Describe the U.S. government's ownership, usage, and transfer rights to foreign governments and contractors of intellectual property.

Target Attendees: This course is designed for professionals who are involved in any form of international defense cooperation or security assistance. This course is mandatory for Program Management professionals in the international program management career path.

Prerequisite(s): None

Recommended: CLM 036, Fundamentals of Technology Transfer and Export Control (course will be required beginning in the 2010 academic year)

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: PAK

Note: Due to security restrictions, international professionals are ineligible to attend under most circumstances.

PMT 250

Program Management Tools

Program Management Tools provides application skills needed in a program office as an integrated product team lead. It is a follow-on course to ACQ 201B and is designed to enhance journeyman-level skills. This course is required, along with ACQ 201B, for Level II certification in Program Management and also prepares professionals for work in the Program Management Office Course, PMT 352, Parts A and B.

Objectives: Those who successfully complete this course will be able to:

- Apply best practices for establishing effective integrated product teams;
- Develop work-breakdown structures;
- Build program schedules and apply risk management principles using state-of-the-industry software;
- Apply current cost estimating processes;
- Perform contract planning and post-award activities; and
- Use earned value tools and techniques for program planning and control.

Target Attendees: This course is designed for military officer O-3 through O-4; and civilians, GS-12 through GS-13, in the Program Management career field. Lower grades may apply if they have completed ACQ 201B. Personnel who received Level II certification in Program Management prior to Oct. 1, 2001, or are certified Level III in other career fields and want to take PMT 352, Parts A and B, may obtain credit for PMT 250 by passing an equivalency exam.

Prerequisite(s): ACQ 201B, Intermediate Systems Acquisition, Part B

Course Length: You have 60 calendar days to complete modules 1 through 8 of this course. Module 9 is scheduled for 4 days and executed virtually through the DAU Virtual Campus.

Method of Delivery: Distance Learning

PDS Code: PGM

PMT 304

Advanced International Management Workshop

This course prepares professionals to participate effectively in the development and negotiation of defense armaments cooperation agreements ranging from simple data exchange agreements to complex cooperative development, production, and support agreements.

Objectives: Those who successfully complete this course will be able to:

- Synthesize, integrate, and apply U.S. policy on international cooperative defense acquisition, spanning policies of the departments of Defense, State, Commerce, and Treasury; and
- Formulate and negotiate international acquisition agreement in accordance with U.S. policies.

Target Attendees: This course is designed for professionals who are involved in the development or execution of international cooperative agreements. This course is mandatory for Program Management professionals in the international program management career path.

Prerequisite(s): None

Recommended: PMT 202, Multinational Program Management; and PMT 203, International Security and Technology Transfer/Control (both courses will be required beginning in the 2011 academic year)

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: PAL

Note: Because of security restrictions, foreign international professionals are ineligible to attend under most circumstances.

PMT 352A

Program Management Office Course, Part A

The Program Management Office Course, Part A, is the first part of the Level III certification course in the Program Management career field. It is a follow-on to ACQ 201B and PMT 250 and is designed to train Level II certified professionals to be effective leaders in a program office by honing analysis, synthesis, and evaluative skills. PMT 352A focuses on key program management office knowledge and skills not covered in the prerequisite courses. This course must be completed prior to attending PMT 352B.

Objectives: Those who successfully complete this course will be able to:

- Describe the role of science and technology in supporting the system acquisition process;
- Understand information technology policy, best practices, information assurance measures, and interoperability considerations;
- Describe current manufacturing and logistics concepts and best practices such as Lean manufacturing and supply chain management; and
- Explain appropriate management and decision making models to aid in addressing various acquisition program issues (e.g., business and financial, international, environmental, safety, and health, considerations).

Target Attendees: Target attendees are military officers, O-4 through O-5; and civilians, GS-13 through GS-I4, in the Program Management career field. Personnel certified at Level III in other career fields desiring to take this course for Level III Program Management certification must first complete PMT 250.

Prerequisite(s): PMT 250, Program Management Tools

Predecessor Course(s): PMT 352, Program Management Office Course; PMT 302, Advanced Program Management Course

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: BZH

PMT 352B

Program Management Office Course, Part B

The Program Management Office Course, Part B, is the second part of the Level III certification course in the Program Management career field. It is a follow-on to ACQ 201B and PMT 250 and is designed to train Level II certified professionals to be effective leaders in a program office by honing analysis, synthesis, and evaluative skills. In a classroom setting, PMT 352B gives attendees scenario-based practical exercises with topical themes such as interoperability, prototyping, and evolutionary acquisition.

Objectives: Those who successfully complete this course will be able to:

- Lead and contribute to effective teams in a DoD program management office;
- Apply critical-thinking and problem-solving skills to systems acquisition problems throughout a defense system's life cycle;
- Understand, analyze, and develop solutions to cost, schedule, and performance issues faced in defense program management; and
- Evaluate the trade-offs in program decisions in compliance with DoD 5000 Series directives.

Target Attendees: Target attendees are military officers, O-4 through O-5; and civilians, GS-13 through GS-I4, in the Program Management career field.

Prerequisite(s): PMT 352A, Program Management Office Course, Part A

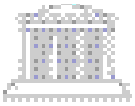
Predecessor Course(s): PMT 352, Program Management Office Course; PMT 302, Advanced Program Management Course

Course Length: 4 weeks, 2 days

Method of Delivery: Resident

PDS Code: BZJ

PMT 401



Program Manager's Course

This course is designed to improve DoD acquisition outcomes by strengthening the critical thinking and decision-making skills of potential leaders of Major Defense Acquisition Programs and program support organizations. Participants analyze acquisition case studies that represent contemporary acquisition program challenges and dilemmas, and they deepen their understanding of acquisition principles and practices through peer and instructor mentoring and coaching. Speakers, team projects, media training, and management simulations round out and enrich the course. An elective program enables each participant to pursue individual learning needs, such as decision analysis and integrated project management.

Objectives: Those who successfully complete this course will be able to:

- Recognize acquisition challenges and dilemmas more quickly and apply critical thinking to develop alternatives, reach sound solutions, and formulate plans of action;
- Lead and integrate functional and multifunction teams to address the varied and complex problems that confront acquisition leaders; and
- Apply best business practices to achieve successful acquisition outcomes, including effective relationships with industry partners.

Target Attendees: Level III Program Management career field members who have demonstrated the potential to become major program or project managers. Also, limited numbers (up to 15 percent) of high-potential Level III acquisition professionals in other career fields, such as Contracting, Logistics, and Financial Management. Participants must be O-5 or GS-14 or above with extensive experience in acquisition, including 4 years in or directly supporting a program organization. Industry participants with equivalent experience are also sought. This course is statutorily required for program executive officers, deputy program executive officers, and program managers/deputy program managers of ACAT I, IA, and II programs.

Prerequisite(s): PMT 352B, Program Management Office Course, Part B

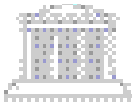
Predecessor Course(s): PMT 302, Advanced Program Management Course

Course Length: 10 weeks

Method of Delivery: Resident

PDS Code: PGN

PMT 402



Executive Program Manager's Course

This course is designed to meet the learning and performance needs of newly selected program executive officers, deputy program executive officers, and ACAT I (ID/IC and IAM/IAC) and II program managers/deputy program managers. Situational awareness of the DoD acquisition system environment is enhanced by a concentrated 4-week resident period preceded by a self-assessment and assessment of each participant's program office to develop individual learning needs and issues to be explored. Participants learn through the extensive use of open, interactive dialogue with senior DoD, congressional, Government Accountability Office, and industry leaders; tailored sessions on contemporary topics and processes; and participant-directed activities based on individual learning needs.

Objectives: Those who successfully complete this course will be able to:

- Complete comprehensive assessments of their program, program office, and individual learning needs;
- Identity program and program office issues;
- Interface with acquisition leaders and executives across the DoD enterprise; and
- Develop a plan of action to better manage their program, program office, and professional development.

Target Attendees: This course is statutorily required for program executive officers, deputy program executive officers, and program managers/deputy program managers of ACAT I, IA, and II programs. International and industry professionals are eligible to attend on a space-available basis. Please note that the Program Manager's Course statutory requirement is met through completion of either PMT 302 and PMT 402, or PMT 401 and PMT 402.

Prerequisite(s): PMT 401, Program Manager's Course

Predecessor Course(s): PMT 303B, Executive Program Manager's Course; PMT 303Ph2, Executive Program Manager's Course; PMT 402B, Executive Program Manager's Course, Part B

Course Length: 20 class days preceded by an online workshop

Method of Delivery: Resident

PDS Code: AH2

PMT 403

Program Manager's Skills

This course is designed to meet the learning and performance needs of newly selected program managers, and deputy or assistant program managers for ACAT III programs. A self-assessment and assessment of the participant's program and program office are completed during a precourse assignment. A concentrated 2-week resident period allows the participant to learn through the use of open, interactive dialogue with senior DoD leaders, tailored sessions on contemporary topics and processes, and participant-directed activities based on individual learning needs.

Objectives: Those who successfully complete this course will be able to:

- Identify and prioritize the top issues they will face during the first 6 to 12 months as a program manager or a deputy or assistant program manager;
- Create a strategic plan, including resources and metrics, to address those issues;
- Examine lessons learned from program managers, program executive officers, and other acquisition practitioners; and
- Enhance their understanding of the current acquisition system, how it operates, and how to operate effectively within it.

Target Attendees: This course is for newly selected or serving program managers, or deputy or assistant program managers. International and industry professionals are eligible to attend on a space-available basis.

Prerequisite(s): Level III certification in any career field

Predecessor Course(s): PMT 305, Program Manager's Skills (ACAT III Programs)

Recommended: PMT 352A, Program Management Office Course, Part A

Course Length: 10 class days

Method of Delivery: Resident

PDS Code: BU8

PQM 101

Production, Quality, and Manufacturing Fundamental

Production, Quality, and Manufacturing Fundamentals is an entry-level course that emphasizes basic production, manufacturing, and quality assurance principles, policies, processes, and practices.

Objectives: Those who successfully complete this course will be able to:

- Understand the multifunctional roles performed by members of the Production, Quality, and Manufacturing career field; and
- Describe manufacturing and quality processes, scheduling and control techniques, and various quality and production surveillance activities.

Target Attendees: This course is for industrial specialists, industrial engineers, quality assurance specialists, production officers, production specialists, contract administrators, and other acquisition personnel involved with or having duties in the areas of production, quality, or manufacturing. PQM 101 is part of the Level I certification training requirement for the Production, Quality, and Manufacturing career field.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Recommended: At least 1 year of acquisition experience and, if a basic math skills refresher is needed CLC 024, Basic Math Tutorial

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: BU2

PQM 103

Defense Specification Management

Defense Specification Management covers DoD policies and procedures for the development, management, and use of nongovernment standards, commercial item descriptions, and specifications and standards. Emphasis is placed on interoperability, market research, use of commercial/nondevelopmental item alternatives, use of performance specifications, international standardization agreements, and the Single Process Initiative.

Objectives: Those who successfully complete this course will be able to:

- Use DoD policy for stating performance-based requirements;
- Develop requirements documents that promote use of commercial products and practices;
- Use market research in creating new documents and revising existing documents that support acquisitions;
- Apply DoD policies in managing standardization documents; and
- Develop and apply standardization documents to meet essential user needs as best value to the government.

Target Attendees: This course is designed for professionals actively involved in the development or management of specifications and standards, handbooks, commercial item descriptions, or nongovernment standards.

Prerequisite(s): None

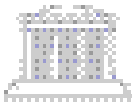
Recommended: ACQ 101, Fundamentals of Systems Acquisition Management

Course Length: 9 class days

Method of Delivery: Resident

PDS Code: BAP

PQM 104



Specification Selection and Application

The Specification Selection and Application course provides instruction on the appropriate selection and correct application of nongovernmental standards, commercial item descriptions, specifications and standards, and related documents in the acquisition process. Emphasis is placed on current acquisition initiatives such as interoperability and the proper use of standardization documents.

Objectives: Those who successfully complete this course will be able to:

- Apply DoD objectives, policies, and procedures for the proper use of standardization documents;
- Make well-informed standardization decisions using a variety of automated tools and decision-tree techniques; and
- Identify, locate, and obtain standardization document

Target Attendees: This course is designed for personnel who are involved in setting requirements and making standardization decisions. It is also designed for those who use specifications and standards but are not actively involved in the development or management of requirements documentation.

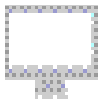
Prerequisite(s): None

Course Length: 2 class days

Method of Delivery: Resident

PDS Code: PGH

PQM 201A



Intermediate Production, Quality, and Manufacturing, Part A

This journeyman-level course exposes participants to manufacturing and quality processes, production scheduling and control techniques, surveillance activities, and systems-level production and quality planning. It provides an understanding of production, quality, and manufacturing processes and their relationships to systems engineering activities throughout the life cycle. Course content includes the contracting aspects of the job; planning for manufacturing and quality; Lean concepts; material control; and technical, ethical, and quality issues.

Objectives: Those who successfully complete this course will be able to:

- Review integrated management plans for manufacturing and quality requirements;
- Understand the technical aspects of cost estimating, activity-based costing, and physical progress reviews;
- Identify the concepts that apply to Lean manufacturing, the Theory of Constraints, and other production management and material control techniques; and
- Address issues related to quality audits, nonconforming material, and other quality topics.

Target Attendees: This course is required for Level II certification in the Production, Quality, and Manufacturing career field. It is also a good course for engineering personnel who provide pre- or post-award technical support in production, quality, or manufacturing.

Prerequisite(s):

- ACQ 201B, Intermediate Systems Acquisition, Part B
- PQM 101, Production, Quality, and Manufacturing Fundamentals

Predecessor Course(s): PQM 201, Intermediate Production, Quality, and Management

Recommended: At least 2 years of production or quality management experience after obtaining Level I certification in Production, Quality, and Manufacturing

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: BZK

PQM 201B

Intermediate Production, Quality, and Manufacturing, Part B

This journeyman-level course requires participants to apply the manufacturing and quality planning processes and techniques learned in PQM 201A. Participants will work in integrated product teams to develop manufacturing and quality plans, apply Lean techniques, use cost estimating techniques, and make progress payment recommendations based on completion of a physical progress review. Course content includes the contracting aspects of the job; planning for manufacturing and quality; Lean concepts; material control; and technical, ethical, and quality issues.

Objectives: Those who successfully complete this course will be able to:

- Apply production and quality requirements of the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement;
- Prepare and review integrated management plans for manufacturing and quality requirements;
- Audit a supplier's quality manual against a commercial quality standard; and
- Apply the concepts of Lean manufacturing, Theory of Constraints, and other production management tools.

Target Attendees: This course is required for Level II certification in the Production, Quality, and Manufacturing career field. It is also a good course for engineering personnel who provide pre- or post-award technical support in production, quality, or manufacturing.

Prerequisite(s): PQM 201A, Intermediate Production, Quality, and Manufacturing, Part A

Predecessor Course(s): PQM 201, Intermediate Production, Quality, and Management

Recommended: At least 2 years of production or quality management experience after obtaining Level I certification in Production, Quality, and Manufacturing

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: BZL

PQM 202

Commercial and Nondevelopmental Item Acquisition

The Commercial and Nondevelopmental Item Acquisition course is designed for engineering and technical personnel, and it focuses on tools and techniques used by engineering, logistics, and related technical personnel for identifying and evaluating commercial and nondevelopmental item alternatives throughout the acquisition process. The course provides instruction on requirements definition, acquisition strategy development, support planning, and the use of market acceptability criteria for commercial and nondevelopmental item acquisitions.

Objectives: Those who successfully complete this course will be able to:

- Employ market research to determine the appropriateness of commercial or nondevelopmental items for satisfying users' needs; and
- Plan an acquisition strategy for the management of commercial and nondevelopmental items.

Target Attendees: This course is designed for acquisition personnel in the Program Management; Systems Engineering; Life Cycle Logistics; Test and Evaluation; Production, Quality, and Manufacturing; and related career fields involved in planning and managing the acquisition of commercial and nondevelopmental items.

Prerequisite(s): None

Recommended: ACQ 101, Fundamentals of Systems Acquisition Management

Course Length: You have 15 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: PAM

PQM 203

Preparation of Commercial Item Description for Engineering and Technical Personnel

This course presents instruction on the preparation and use of commercial item descriptions, including characterization of commercial items, the development and use of market acceptability criteria, and the development of performance-based salient characteristics. Current policy on the use of commercial item descriptions and performance specifications is discussed. This course uses an interactive, asynchronous learning environment focused on self-paced learning that is demonstrated in a virtual group environment.

Objectives: Those who successfully complete this course will be able to:

- Employ market research to develop a performance-based commercial item description or other suitable performance-based document for describing commercially available products acceptable for meeting the users' needs; and
- Implement appropriate DoD policies in this area.

Target Attendees: This course is designed for personnel who are involved in generating product descriptions for commercial and nondevelopmental items or who are involved in determining the commerciality of an item.

Prerequisite(s): None

Course Length: Approximately 12 hours. Course must be completed within 15 calendar days.

Method of Delivery: Distance Learning

PDS Code: PAN

PQM 301

Advanced Production, Quality, and Manufacturing

This rigorous leadership course is structured around integrated production, and quality and manufacturing processes. Professionals will learn and practice advanced production and quality approaches supporting DoD acquisition activities. Key areas covered include problem-solving and decision-making issues relevant to successfully managing core technical areas.

Objectives: Those who successfully complete this course will be able to:

- Explain the role of manufacturing and quality assurance as part of the integrated DoD systems engineering process;
- Implement modern distributed manufacturing management practices;
- Fully understand the use of best manufacturing practices—such as supply chain management, e-manufacturing, Lean Six Sigma, and Theory of Constraints—in manufacturing and transactional environments;
- Apply basic design of experiments, modeling and simulation, quality function deployment, statistical process control, Six Sigma, design-build principles, and risk management techniques; and
- Describe the use of DoD e-commerce policy and information technology to leverage the integrated digital environment to support technical and business operations

Target Attendees: This course is designed for senior military and civilian personnel as well as defense industry equivalents who are assigned to DoD production, manufacturing, or quality positions or are performing duties in related areas.

Prerequisite(s): PQM 201B, Intermediate Production, Quality, and Manufacturing, Part B

Recommended: At least 4 years of production or quality management experience following Level II certification in Production, Manufacturing, and Engineering

Course Length: 10 class days

Method of Delivery: Resident

PDS Code: HV2

Note: Those who complete three designated DAU CLMs on Lean Six Sigma prior to attendance will be awarded a DAU Lean Six Sigma Yellow Belt certification upon successful graduation from PQM 301.

RQM 110

Core Concepts for Requirements Management

Core Concepts for Requirements Management allows professionals to study the role of both the requirements manager and requirements management within the "Big A" acquisition construct. It examines the capabilities and the process from an end-to-end perspective, highlighting the intersection between acquisition, resources, and requirements.

Objectives: Those who successfully complete this course will be able to:

- Identify how today's requirements and capabilities for the warfighter are conceived, developed, tested, and acquired—a life cycle perspective;
- Recognize the roles of stakeholders responsible for the clarification, approval, and advocacy of a warfighter capability;
- Explain the processes, tools, and formats for guiding requirements from the needs of the warfighter through Joint Capabilities Integration Development System and acquisition as a method of fulfillment; and
- Discuss DoD policies, procedures, and management tools impacting successful submittal of a requirement.

Target Attendees: Professionals responsible for planning, generating, establishing, and maintaining capabilities for the warfighter.

Prerequisite(s): CLM 041, Capabilities-Based Planning

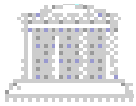
Course Length: You have 45 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JQ9

Note: For those currently assigned or are within 6 months of being assigned as a requirements manager for a Major Defense Acquisition Program, CLM 041 and RQM 110 are required for certification.

RQM 403



Requirements Management Executive Overview

This course provides general/flag officers and members of the Senior Executive Service with an executive-level understanding of the role the requirements manager as well as requirements management within the "Big A" acquisition construct. It examines the capabilities and process from an end-to-end perspective, highlighting the intersection between acquisition, resources, and requirements and the supporting processes. The content is tailored to the needs of the executive and conducted on demand. This training is required for executives per Section 801 of the National Defense Authorization Act of Fiscal Year 2007, which requires the Under Secretary of Defense for Acquisition, Technology and Logistics to establish competency requirements and a training program to certify DoD military and civilian personnel with responsibility for generating requirements for Major Defense Acquisition Programs (MDAPs).

Objectives: Those who successfully complete this course will be able to:

- Recognize requirements management within the context of a "Big A" acquisition construct and the related processes;
- Recognize how today's requirements and capabilities for the warfighter are conceived, developed, tested, and acquired;
- Recognize the roles of stakeholders responsible for the clarification, approval, and advocacy of a warfighter; and
- Apply the lessons learned to the roles and responsibilities of the executive.

Target Attendees: This course is for DoD general/flag officers or career and political Senior Executive Service personnel with position duties that involve leading or supervising the writing of MDAP requirement documents, adjudicating substantive comments concerning MDAP documents, validating or approving an MDAP requirement document, or participating in the approval chain for the document.

Prerequisite(s): None

Course Length: Varies depending upon the number of topics to be addressed; typically 1 class day

Method of Delivery: Resident

PDS Code: ADU

SAM 101

Basic Software Acquisition Management

This course covers introductory-level concepts in DoD information systems acquisition management. It covers software acquisition/development risks, DoD regulatory and technical frameworks, software and system architectures, and software development life cycle and integration processes. Software standards, measurements, testing, security, quality issues, process maturity, as well as best practices for the management of software-intensive systems are also reviewed.

Objectives: Those who successfully complete this course will be able to:

- Understand software acquisition and information technology management-specific terms and concepts;
- Recognize software measures, development models, paradigms, and strategies appropriate for use in software-intensive acquisitions;
- Recognize organizational and individual roles and responsibilities; and
- Reference sources for software acquisition and information technology management policies, standards, and best practices.

Target Attendees: SAM 101 is for acquisition personnel who are not in the Information Technology career field but are in positions that include some aspects of software acquisition or information technology management. Personnel seeking Level I certification in Information Technology should take IRM 101, not SAM 101.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JHB

Note: If you completed IRM 101 Basic Information Systems Acquisition after Nov. 15, 2005, then you have met the requirement for SAM 101 if your career field requires this for certification.

SAM 201

Intermediate Software Acquisition Management

Using in-depth integrated product team case studies and exercises supplemented by lecture and group discussion, professionals learn how to manage DoD software-intensive systems. They also learn to apply a variety of real-world software acquisition management best practices. The course covers topics such as requirements management, architectures, cost estimation, vendor qualification, metrics, process maturity, quality, and testing.

Objectives: Those who successfully complete this course will be able to:

- Apply acquisition strategies used for software and software-intensive systems;
- Evaluate factors related to software architecture and systems architecture;
- Perform domain analysis on a software-intensive system acquisition;
- Assess program software life cycle planning and test program planning factors;
- Apply requirements management and risk mitigation;
- Illustrate the value of modeling and simulation in requirements analysis; and
- Analyze software performance measures.

Target Attendees: SAM 201 is for those who are Level I certified in Information Technology. It is also recommended for those who serve in intermediate-level DoD or industry-equivalent acquisition positions that involve software acquisition management.

Prerequisite(s):

- ACQ 201B, Intermediate Systems Acquisition, Part B
- SAM 101, Basic Information Systems Acquisition or IRM 101, Basic Information Systems Acquisition

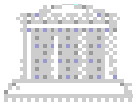
Recommended: At least 2 years of Information Technology acquisition experience and completion of Technical Reviews (CLE 003)

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: JHC

SAM 301



Advanced Software Acquisition Management

Advanced Software Acquisition Management is a seminar-based course for senior personnel who acquire, engineer, test, and evaluate DoD software-intensive systems. SAM 301 is also for acquisition professionals interested in obtaining comprehensive insight into the risks and issues associated with developing and implementing complex DoD software systems.

Objectives: Those who successfully complete this course will be able to:

- Analyze the causes of cost, schedule, and performance problems in large software efforts;
- Examine differences between commercial software acquisition efforts and DoD efforts;
- Develop an ability to recognize and selectively adopt commercial practices;
- Understand the organizational and cultural dynamics of program offices and software development teams;
- Evaluate the suitability of alternative organization structures, including integrated product teams;
- Evaluate and select software metrics that will provide insight into program status and facilitate early detection of potential problems; and
- Assess federal and DoD acquisition initiatives.

Target Attendees: SAM 301 is for those who are Level II certified in Information Technology. It is also recommended for those who serve in senior DoD or industry-equivalent acquisition positions that involve software acquisition management.

Prerequisite(s):

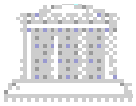
- SAM 201, Intermediate Software Acquisition Management
- IRM 201, Intermediate Information Systems Acquisition

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: BU9

STM 202



Intermediate S&T Management

This course provides an understanding of the procedures and mechanisms used to transition advanced technologies into warfighting systems. Personnel associated with science and technology (S&T) project management will be able to understand the challenges presented in successfully transitioning technology into the weapons systems acquisition process or directly to the warfighter, assess the implications of various technology transition mechanisms, and apply effective technology transition practices.

Objectives: Those who successfully complete this course will be able to:

- Understand the challenge presented in effectively transitioning technology;
- Understand the project planning, budgeting, and transition activities;
- Assess the implications of various technology transition mechanisms, including patents and intellectual property considerations; and
- Apply effective technology transition practices, including systems engineering.

Target Attendees: This course is part of the Level II certification training requirement for Systems Planning, Research, Development, and Engineering—Science and Technology Manager career field. Personnel whose duties include developing overall program goals for S&T funds and acquiring the services of scientists, engineers, and technical support personnel to perform S&T research for DoD should attend this course. Attendance is also recommended for those who provide funds and oversight to the S&T performers, (including universities, industry, and federal organizations) and those who interface with the technology customers to expedite the transition of technology to the user

Prerequisite(s):

- ACQ 201B, Intermediate Systems Acquisition, Part B
- SYS 101, Fundamentals of Systems Planning, Research, Development, and Engineering
- CLE 021,Technology Readiness Assessments

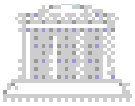
Predecessor Course(s): STM 201, Intermediate S&T Management

Course Length: 3 class days

Method of Delivery: Resident

PDS Code: JH3

STM 303



Advanced S&T Management

This course provides professionals with an understanding of the procedures and mechanisms used to transition emerging technologies into warfighting systems. Attendees will be able to apply the critical skills of systems engineering, test and evaluation, and budgeting processes for technology project management. They will learn how to analyze and apply effective technology transition practices from basic research to acquisition or deployment.

Objectives: Those who successfully complete this course will be able to:

- Apply the principles of systems engineering management and its various tools;
- Assess the implications of various technology transition mechanisms using integrated product teams;
- Apply effective technology transition practices such as transition entrance and exit criteria, transition plans, affordability analyses, and cost schedule reporting; and
- Plan, budget for, and manage a technology project through basic and applied research, advanced development, and eventual transition to an acquisition program or directly to the warfighter.

Target Attendees: This course is part of the Level II certification training requirement for Systems Planning, Research, Development, and Engineering—Science and Technology Manager career field. Personnel whose duties include developing overall program goals for science and technology (S&T) funds and acquiring the services of scientists, engineers, and technical support personnel to perform S&T research for DoD should attend this course. Attendance is also recommended for those who provide funds and oversight to the S&T performers, (including universities, industry, and federal organizations) and those who interface with the technology customers to expedite the transition of technology to the user.

Prerequisite(s):

- STM 202, Intermediate S&T Management
- CLM 014, IPT Management and Leadership

Predecessor Course(s): STM 302, Advanced S&T Management

Course Length: 4 class days

Method of Delivery: Resident

PDS Code: JH8

SYS 101

Fundamentals of Systems Planning, Research, Development, and Engineering

This course is a technically rigorous, comprehensive introduction to systems engineering and the various technical management and technical management processes involved in its application. Based on the systems engineering processes outlined in the *Defense Acquisition Guidebook*, SYS 101 provides the essential foundations needed for systems planning, research, development, and engineering careerists and others—such as program management personnel and life cycle support managers—to effectively participate in the application and the management of DoD systems engineering processes and their related activities.

Objectives: Those who successfully complete this course will be able to:

- More capably interact with program integrated product teams regarding the proper application of systems engineering;
- Understand how the eight technical processes can be applied in top-down development and bottom-up product realization;
- Understand how the eight technical management processes are used to control and assess systems engineering activities; and
- Describe the role of a systems model, the work breakdown structure, standards, top-down design, bottom-up product realization, and the systems engineering plan.

Target Attendees: This course is part of the Level I certification training requirement for the Systems Planning, Research, Development, and Engineering—Systems Engineering career field. Additionally, as an in-depth introduction to systems engineering and its technical management and technical processes, it is suitable for personnel in technical management and program management positions who want to understand more about systems engineering processes.

Prerequisite(s): ACQ 101, Fundamentals of Systems Acquisition Management

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JO1

SYS 202

Intermediate Systems Planning, Research, Development, and Engineering, Part I

Gain a journeyman-level understanding of how the DoD systems engineering processes can be applied to the Defense AT&L Life Cycle Management Framework chart. Course content includes the scope and role of systems engineering and its key technical inputs and outputs, the key aspects of technical baselines, the role of technical reviews, and important design considerations.

Objectives: Those who successfully complete this course will be able to:

- Outline systems engineering activities in the context of the various life cycle phases of the defense acquisition framework;
- Understand the scope of systems engineering and its relationship to other program management functions across the life cycle;
- Understand the linkage of technical reviews to technical program management.

Target Attendees: This course is part of the Level II certification training requirement for the Systems Planning, Research, Development, and Engineering—Systems Engineering career field. Additionally, members of other career fields who require an understanding of how systems engineering is applied to systems acquisition and sustainment will benefit from this course.

Prerequisite(s):

- ACQ 201B, Intermediate Systems Acquisition, Part B
- SYS 101, Fundamentals of Systems Planning, Research, Development, and Engineering
- Access to the DAU Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management Framework chart available at *https://acc.dau.mil/ifc/download_pdf.htm*.

Predecessor Course(s): SYS 201A, Intermediate Systems Planning, Research, Development, and Engineering, Part A

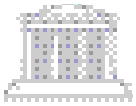
Recommended: At least 2 years of technical experience in an acquisition position to include industry or government equivalent from among the following career fields/paths: SPRDE—SE; SPRDE—STM; IT; T&E; PQM; PM; or LCL.

Course Length: You have 60 calendar days to complete this course. You must pass a final examination at the conclusion of this course.

Method of Delivery: Distance Learning

PDS Code: JO5

SYS 203



Intermediate Systems Planning, Research, Development, and Engineering, Part II

This journeyman-level course requires professionals to apply the DoD systems engineering processes and techniques learned in SYS 202. Participants will work in integrated product teams and apply systems engineering technical processes and technical management processes to a defense system across the various phases of the defense acquisition framework.

Objectives: Those who successfully complete this course will be able to:

- Relate systems engineering to program management;
- Apply systems engineering to a given system at various stages in its life cycle;
- Use and apply event-based technical reviews; and
- Develop key portions of a systems engineering plan.

Target Attendees: This course is part of the Level II certification training requirement for the Systems Planning, Research, Development, and Engineering—Systems Engineering career field. Additionally, members of other career fields who require an understanding of how systems engineering is applied to systems acquisition and sustainment will benefit from this course.

Prerequisite(s):

- SYS 202, Intermediate Systems Planning, Research, Development, and Engineering, Part I
- CLE 003, Technical Reviews

Predecessor Course(s): SYS 201B, Intermediate Systems Planning, Research, Development, and Engineering, Part B

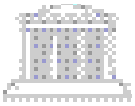
Recommended: At least 2 years of technical experience in an acquisition position to include industry or government equivalent from among the following career fields/paths: SPRDE—SE; SPRDE—STM; IT; T&E; PQM; PM; or LCL.

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: JO6

SYS 302



Technical Leadership in Systems Engineering

Designed for senior DoD acquisition personnel, SYS 302 is focused on the application of technical leadership skills within a typical DoD systems engineering environment. SYS 302 participants are expected to have sufficient background knowledge of the DoD's systems engineering management processes, knowledge of the application of systems engineering to each acquisition phase, and the capability to apply these concepts to complex technical management problems involving critical thinking. As part of the SYS 302 course, participants will lead and participate in an engineering team that analyzes and resolves a variety of technical engineering critical issues. Class exercises are supplemented by lessons on current policy, architectures, and design considerations.

Objectives: Participants who successfully complete this course will be better able to:

- Analyze and resolve senior-level technical problems;
- Understand how to assess and manage technical product maturity and risk across the acquisition life cycle; and
- Integrate program office technical engineering activities and process teams.

Target Attendees: This course is for senior civilian and military personnel who are Level II certified in the Systems Planning, Research, Development, and Engineering—Systems Engineering career field or are a defense industry equivalent.

Prerequisite(s):

- ACQ 201B, Intermediate Systems Acquisition, Part B
- SYS 203, Intermediate Systems Planning, Research, Development, and Engineering, Part II
- CLE 003, Technical Reviews

Predecessor Course(s): SYS 301, Advanced Systems Planning, Research, Development, and Engineering

Recommended: Professionals should have at least 4 years of systems planning, research, development, and engineering experience, and should complete Designing for Supportability in DoD Systems (CLL 008).

Course Length: 10 class days

Method of Delivery: Resident

PDS Code: JO7

TST 102

Fundamentals of Test and Evaluation

The Fundamentals of Test and Evaluation course emphasizes basic DoD test and evaluation (T&E) principles, policies, processes, and practices. TST 102 covers the integrated T&E processes outlined in the *Defense Acquisition Guidebook* and provides the essential foundation knowledge needed by T&E professionals and others to more effectively participate in DoD T&E activities.

Objectives: Those who successfully complete this course will be able to:

- Better understand the role of T&E functions within the DoD acquisition framework and more effectively interact with program office personnel regarding basic T&E processes;
- Describe the role of T&E as a feedback and risk-reduction mechanism and its relationship to systems engineering and the development process;
- Understand DoD T&E policies, processes, and procedures, including how a test and evaluation strategy and a test and evaluation master plan are developed and used; and
- Outline the four stages of testing and describe key activities that should occur within each stage.

Target Attendees: This course is part of the Level I certification training requirement for the Test & Evaluation career field. Additionally, as a basic introduction to T&E, it is suitable for personnel in other technical acquisition management and program management positions who want to understand more about T&E and the critical role it plays in system acquisition.

Prerequisite(s):

- ACQ 101, Fundamentals of Systems Acquisition Management
- CLE 011, Modeling and Simulation in Systems Engineering, or CLE 023, Modeling and Simulation for Test and Evaluation

Predecessor Course(s): TST 101, Introduction to Acquisition Workforce Test and Evaluation

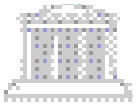
Recommended: At least 1 year of acquisition experience

Course Length: You have 60 calendar days to complete this course. You must submit two homework assignments and pass an examination at the conclusion of each lesson in this course.

Method of Delivery: Distance Learning

PDS Code: JHY

TST 203



Intermediate Test and Evaluation

This course builds upon professionals' knowledge, skills, and on-the-job experience relating to DoD test and evaluation (T&E) policies, processes, and practices. A number of problem-solving situations engage participants in the application of T&E concepts and principles. Course topics include the role of T&E in systems acquisition; T&E planning and the T&E strategy; T&E master plan development; managing a T&E program; and planning, conducting, and processing the results of T&E events.

Objectives: Those who successfully complete this course will be able to:

- Recognize the interactions among T&E organizations;
- Describe the impact of program changes on T&E-related documentation;
- Tailor T&E processes and practices for a given system;
- Identify the key considerations impacting the development of an integrated T&E strategy; and
- Identify the key considerations for minimizing risks inherent in test execution activities.

Target Attendees: This course is part of the Level II certification training requirement for the Test and Evaluation career field. Additionally, members of other acquisition career fields, including defense industry personnel who require an understanding of how T&E is applied to systems acquisition will benefit from this course.

Prerequisite(s):

- ACQ 201B, Intermediate Systems Acquisition, Part B
- TST 102, Fundamentals of Test and Evaluation

Predecessor Course(s): TST 202, Intermediate Test and Evaluation

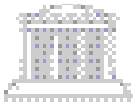
Recommended: At least 2 years of T&E experience

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: QMI

TST 302



Advanced Test and Evaluation

Designed for senior DoD acquisition personnel, the Advanced Test and Evaluation course is focused around leadership and management issues. TST 302 involves facilitated discussion of current DoD policies, strategies, processes, and practices as they are applied and used for the planning and management of test and evaluation (T&E) for DoD systems. This course covers a variety of knowledge-building and interactive problem-solving skills using case studies developed around lessons learned from actual system acquisitions. Class discussion and study group efforts culminate in participant presentations based around case analysis and solution analysis. Knowledge and skills developed in this course will facilitate successful professional participation as a T&E member in integrated planning and development activities.

Objectives: Those who successfully complete this course will be able to:

- Identify T&E management issues relevant to a given situation;
- Identify, analyze, and assess T&E best practices;
- Research, prepare, and present briefings on assigned case topics;
- Assess the impact of recent changes in T&E policies or practices; and
- Assess the value of T&E and its relationship to other processes, including systems engineering.

Target Attendees: This course is part of the Level III certification training requirement for the Test and Evaluation career field. Typical attendees include T&E leads for programs and Service/agency/facility T&E managers and engineers. Other senior technical and management personnel, including defense industry personnel, who plan, perform, and manage T&E tasks in support of acquisition will also benefit from the course.

Prerequisite(s):

- TST 203, Intermediate Test and Evaluation
- CLM 029, Net-Ready Key Performance Parameter

Predecessor Course(s): TST 301, Advanced Test and Evaluation

Recommended: At least 4 years of T&E experience

Course Length: 5 class days

Method of Delivery: Resident

PDS Code: QL9

THE AT&L PLM … Performance Support

Performance Support enables DAU to provide expert resources and learning assets and may include consulting, targeted training, group facilitation, and rapid-deployment training. Faculty from all disciplines and regions can consult with government acquisition organizations in integrated product teams on either a long- or short-term basis. The list and brief descriptions of standing targeted training courses are provided on the next few pages. At the customer's request and as resources are available, faculty can develop specific targeted training courses. Experienced facilitators can be scheduled within days of release of new initiatives that affect the acquisition workforce.

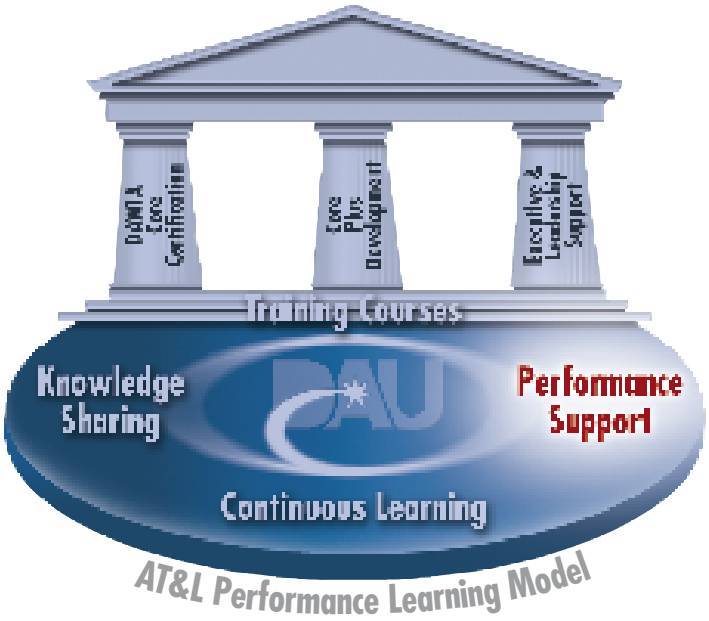
Consulting

DAU offers consulting in most functional areas. Information on topics such as dispute resolution, strategic planning, and problem solving is also offered through such media as magazines, books, guides, and other training materials.

Consulting services are provided by DAU's seasoned faculty. Our faculty have extensive acquisition program experience, education, and training to provide the right solutions at the right time to solve individual, field organization, and agency acquisition problems. We utilize systems thinking and other problem-solving methods to identify, evaluate, and develop timely and appropriate solutions to your acquisition and organizational challenges.

DAU offers a Program Start-up Workshop to facilitate better government and industry teaming after contract award on defense acquisition programs. The 3- to 5-day workshop is tailored to match the specific needs of each program and is conducted jointly with government and industry teams. Ideally held 2 to 4 weeks after contract award, the workshop provides training on essential start-up activities and creates an environment of teamwork, communication, and trust.

For team collaboration and complex problem solving, a state-of-the-art Management Deliberation Center is available at our Capital and Northeast regional campus at Fort Belvoir, Virginia. DoD and civilian agencies may reserve the Management Deliberation Center for strategic planning, team building, brainstorming, and other facilitated interventions. Trained facilitators help plan and implement your organization's performance support requirements. Reservations for the Management Deliberation Center and facilitation services



should be made well in advance of your organization's planned offsite. A portable system can be used for similar facilitation services at your location or other DAU campuses.

Rapid-Deployment Training

In response to the accelerated rate of change to acquisition policies, procedures, and best practices, DAU established a rapid-deployment training capability. By quickly focusing attention on high-value initiatives, DAU is able to develop and deliver training to large numbers of the acquisition workforce soon after an initiative is implemented and in parallel with changes to our formal courses. Rapid-deployment training will be provided via multiple available media, including live webcasts, recorded video-on-demand and podcasts, classroom training, continuous learning modules, and local sessions.

A few notable examples of rapid-deployment training include the Item Unique Identification/Radio Frequency Identification (IUID/RFID) program and the FAR Part 45 Rewrite on Government Property, which have significantly improved efficiency in moving supplies to warfighters and facilitated item tracking. Our faculty stand ready to fulfill specific requests for consulting and targeted training. Rapid-deployment training will be designed and tailored for government and industry customers at the direction of DoD officials.

For more information, visit the Performance Support/ Rapid-Deployment Training Web site at *www.dau.mil/performance_support*.

Targeted Training

The following targeted training workshops and minicourses are available to the Defense Acquisition Workforce. To find out more about these courses or to

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request a course for your organization, visit *www.dau.mil./performance_support/targeted_training.asp*.

Acquisition Actions (A76 802) provides an overview of the process of the development of the solicitation (including the performance work statement) and the quality assurance surveillance plan, and the source selection evaluation process. 5 days

ACTD Execution (How to Run an Advanced Concept Technology Demonstration) provides the student the necessary programmatic, systems engineering, and technical management skills and know-how to become an effective, productive member of an Advanced Concept Technology Demonstration (ACTD) execution team. 5 days

ACTD Transition Management Course introduces the management team of an ACTD project to some of the realities of the procurement and acquisition environment into which most ACTDs expect to transition. 5 days

Activity-Based Costing Principles introduces the principles and techniques of this powerful management tool, which accurately relates the cost of products and services offered to customers with the consumption of organizational resources. 3.5 days

Agency Tender Development (A76 803) provides an overview of the process of developing the government's response to the requirements of the solicitation of a competitive sourcing competition. 5 days

Alternative Dispute Resolution (ADR) covers such topics as interest-based negotiation, partnering, and third-party-assisted ADR procedures, which lead to equitable, cost-effective, and time-efficient mutual agreements while building positive working relationships that continue beyond the life of the contract. 2 days

Contracting Officer's Representative (COR) Course explains the duties, responsibilities, limitations, nature, and scope of personal interactions and gives a full picture of what this position requires. 4.5 days

Cost Compare (A76 804) emphasizes cost principles and estimation practices used to develop preliminary planning baseline cost estimates, adjusted baseline cost estimates, and the agency cost estimate. 5 days

Cost Risk Analysis—A Monte Carlo Simulation Approach. After a program's risks (performance, schedule, and cost estimating) have been identified, an approach is selected to estimate the cost impact to the program. This class uses a Monte Carlo simulation to analyze uncertainty, construct a total cost distribution, and make probability statements concerning program cost. 2 days

Crucial Conversations provides high-level skills for individuals, teams, and organizations needing to more effectively communicate, share information, and act with unity and conviction. 2 days

Design of Experiments—Industrial Strength (DOE-IS) is designed for those looking for a genuine understanding of both the design of an experiment and the analysis of the data that emanate from the experiment(s). The course requires statistical thinking, but is not heavily oriented in mathematics. It does provide the necessary tools for application. 5 days

DISA Information Systems Engineering Seminar (ISES) introduces the software management team of any Defense Information Systems Agency (DISA) project to some of the realities of procurement, acquisition, basic systems, and software engineering. 3 days

Diversity Games Workshop is based on the "whole brain" concept described in the Herrmann Brain Dominance Instrument (HBDI) developed by William "Ned" Herrmann. Students learn to understand their own thinking styles as well as the styles of others. It clearly shows how diversity is not a liability but can become one of a team's best assets as it encompasses the best there is to offer in a group. 0.5–1 day

Earned Value Management (EVM) is an important program management tool for large acquisition programs. Using basic definitions and analytical tools, this class can be tailored to the beginning EVM analyst or kept at the management level to address managing a program based on the EVM information that has been provided. 3 days

Economic Analysis for Decision Making (EADM) explores the processes and techniques for making decisions among different economic alternatives and will enable the student to plan and conduct studies and recommend courses of action. 5 days

Economic Analysis for Managers (EAM) is a broad review of the techniques recognized by the DoD for making decisions among different economic courses of action. 5 days

Executive Seminar in Government Property (ESGP) employs case studies and exercises to demonstrate the value of good government property management. The workshop is designed for managerial personnel with overall responsibility for government property. 3 days

Fiscal Responsibilities for the DoD Technical Professional explains laws and regulations that have a large impact on the test and evaluation community, such as the National Defense Authorization Act, DoD 5000 documents, and the Joint Capabilities Integration and

Development System (JCIDS). Note: This short course is updated frequently to include the latest available information. 2 days

General Acquisition Principles and Fiscal Responsibilities provides the student an update on the DoD acquisition processes and principles; the standards of conduct and potential consequences that govern and guide the acquisition workforce; and the basics of fiscal (appropriations) law, rules, and practices that govern how appropriated funds are spent. 3 days

Government Property Disposition Seminar (GPDS) provides an overview for contracting offices covering the statutory and regulatory disposal requirements for government property in the possession of contractors. 2 days

Government Property Forms (GPF) explains the numerous forms required for use in the management of government property, including the Inventory Schedule, DD Form 1662, DD Form 1149, SF Form 1423, and Reports of Discrepancies. 1 day

Government Property in a Contingency Contracting Environment (GPCCE) covers the issues surrounding GPCCE, including special concerns for providing and controlling government property in a wartime environment. 2 days

Integrated Baseline Review Workshop is tailored to the participant's particular project and provides instructions on how to best conduct an Integrated Baseline Review to assess the reasonableness, adequacy, and accuracy of this baseline plan. 2 days

ISO 9000/2000 provides an understanding and a working knowledge of the application, interpretation, and evaluation of the International Organization of Standards (ISO) 9000 series standards for quality management systems as used in defense acquisition. 2 days

Leading Project Teams Course illustrates the principles of team development and operation using practical examples and exercises. (The course can be tailored to meet the specific needs of the sponsoring organization.) 3–5 days

Lean Thinking and Value Stream Mapping Seminar focuses on creating value as determined by the customer emphasizing Lean thinking principles and concepts. 2.5 days

Lean Value Stream Mapping provides students the opportunity to learn to see the flow of information and material throughout the value stream. It emphasizes the techniques of value stream mapping. Students will apply these techniques to their work environment, drawing current and future state maps. 2 days

Logistics Test and Evaluation is an orientation for members of the logistics test and evaluation community who have been selected from operational units to do test and evaluation on weapons systems. 2 days

Myers-Briggs Type Indicator (MBTI) Workshop provides participants with heightened self-awareness and useful knowledge on working with others in organizational and team settings. Participants will complete the MBTI in the workshop. 4–6 hours

Navy Systems Engineering Guide explains the Naval Air Systems Command approach to systems engineering (designed for NAVAIR technical managers). 5 days

New Program Start-up Workshop is tailored to the specific needs of each program. DAU and Raytheon have jointly developed this workshop to facilitate better government and industry teaming after contract award on defense acquisition programs. 3–5 days

Performance-Based Logistics (PBL) Overview explores the basics of PBL as the DoD preferred weapon system product support strategy, including information from the DoD 12-Step PBL Implementation Strategy contained in the DoD PBL guidebook, *Performance-Based Logistics: A Program Manager's Product Support Guide*. 1 day

Performance-Based Service Acquisition (PBSA) provides an overview of performance-based methods and how to determine when they are appropriate. The course is designed for personnel who must work with program officials to plan, award, and administer performance-based contracts. 3 days

Phone Negotiations Workshop emphasizes management-level planning and oversight of logistics support development for a new system. 1 day

Post-Competition Accountability (A76 805) discusses the performance decision implementation and its differences from the post-competition accountability. Details are given on how implementation actions form a foundation for the accountability requirements. 3 days

Preliminary Planning (A76 801) provides personnel with the tools necessary to analyze and apply the principles associated with the initial planning phase of a competitive sourcing competition. The training uses exercises and the nine mandated steps in the OMB Circular No. A-76 to provide participants with practical, hands-on experience. 5 days

Problem-Solving Techniques for Quality Improvement (PSTQ) examines problem-solving methodology, statistical

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techniques, and a tool kit of ideas that may be used to achieve quality improvement goals. 3 days

Program Attorney's Acquisition Overview Course provides program attorneys with insights regarding program management office functions, challenges, and processes involved in fielding needed capabilities to their customers within budget and schedule constraints. 5 days

Program Management through the Looking Glass provides coaching and feedback to program managers and their teams using the Looking Glass, Inc.® management simulation. 3 days

Property Administration/Management for Contracting Officers (PACO) explains the roles and responsibilities of the contracting officer in regard to government property when provided to contractors. 3 days

Property Control Systems Analysis Workshop (PCSAW) examines worksheet design, data analysis, and case-based problem solving as well as a number of advanced audit techniques available to the property administrator. 3 days

Provisioning Management emphasizes management-level planning and oversight of logistics support development for a new system. 4 days

Quality Assurance for Commercial Activities (QACA) provides the requisite tools and knowledge to effectively design quality assurance surveillance plans for commercial activities. 4 days

Resources for the Test and Evaluation Professional introduces a wealth of information and resources available to the Test and Evaluation workforce, including magazines and publications, handbooks and guidebooks, Web sites, classes, online courses, CD-ROMs, and software resources. 5 hours

Risk Management Workshop provides an overview of risk management and a process to identify, evaluate, and develop risk-handling strategies. 1 day

Sole Source Commercial Item Pricing addresses potential problems associated with purchasing a commercial supply or service on a sole source basis. Note: Students must bring a basic calculator to class to accomplish the application exercises. 1 day

Source Selection provides an overview of Source Selection and Technical Evaluation Board documentation pertaining to competitive proposals using the Federal Acquisition Regulation (FAR) Subpart 15.3, Source Selection Process. 1–2 days

Statistical Process Control (SPC) offers a clear, effective way to learn basic statistical process control and techniques that can be applied immediately. Note: A basic understanding of algebra is recommended, and participants should bring a scientific or statistical calculator to class. 5 days

Statistical Process Control for Short Runs provides the basic knowledge required for reaping the benefits of Statistical Process Control (SPC) with short production runs. 3 days

System Acquisition Overview (SAO) provides members of the acquisition community a basic understanding of the terms, relationships, decisions, and actions taken by a program management office during the life cycle of a major weapon system. 3 days

Technical Issues in Government Property Disposal (TIGPD) covers the technical issues surrounding the disposition of government property in the possession of contractors, including inventory verification, sampling requirements, hazardous wastes, demilitarization, and information technology resources. 2 days

Technology Assessment and Transition Management prepares the student to conduct technology assessment using a variety of tools and provides training on technology development strategies, technology transition agreements, and other technology transition documentation. 2 days

Whole Brain Dominance Workshop uses the Herrmann Brain Dominance Instrument (HBDI), a widely used instrument for understanding the implications of thinking style preferences on communications, problem solving, and team building. Participants will complete the HBDI and receive individual feedback on their results. They can then use the workshop to improve self management and to work with others in group settings. 2–4 hours

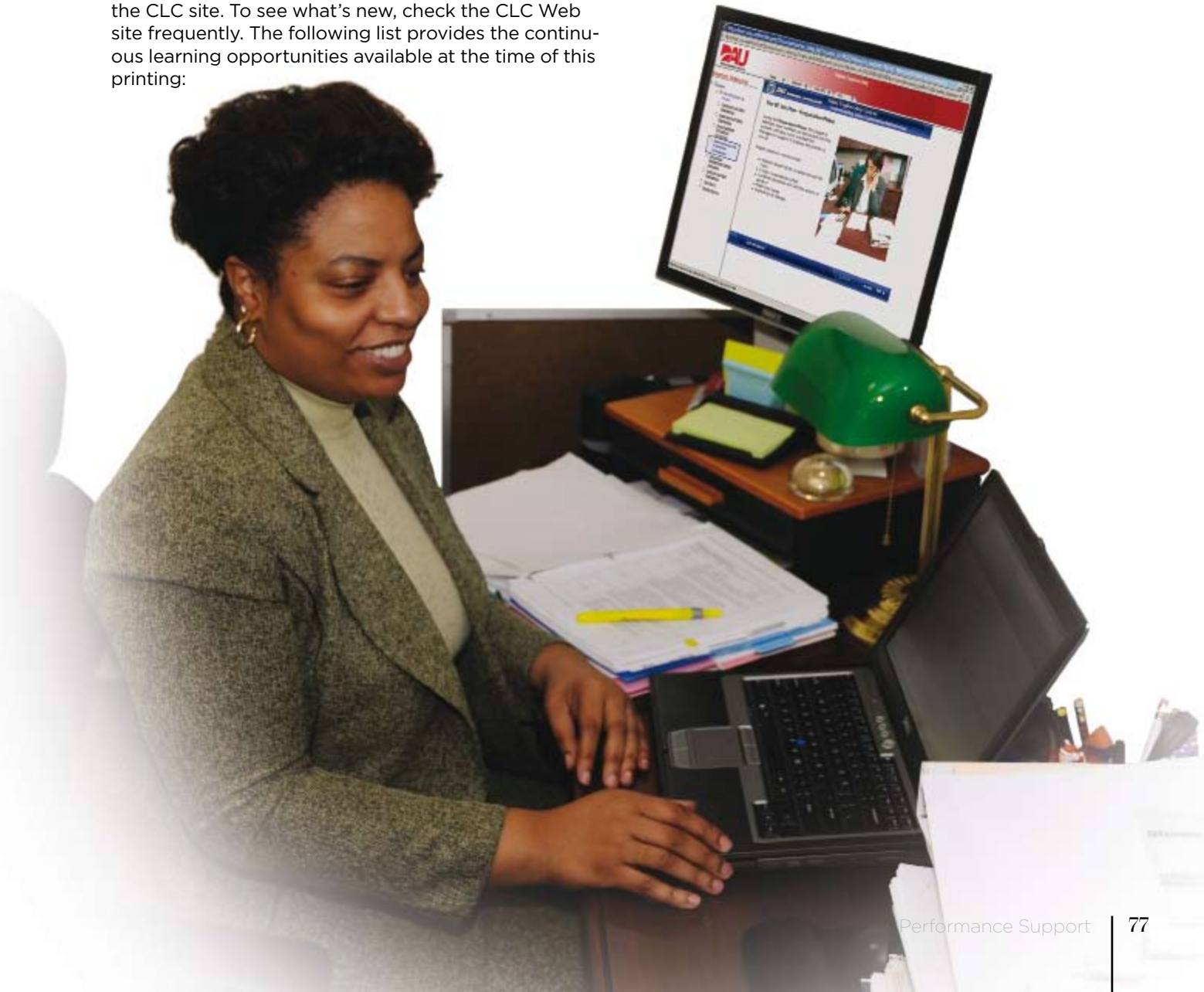
For more information on targeted training or to schedule consulting services, contact the performance support team at your regional DAU campus:

West Region	619-584-4811
Midwest Region	937-781-1029
South Region	256-722-1014
Mid-Atlantic Region	240-895-7324
Capital & Northeast Region	703-805-4978
DSMC–School of Program Managers	703-805-4368
DAU Headquarters	703-805-4993

THE AT&L PLM ... Continuous Learning

The DAU Continuous Learning Center (CLC) offers online, self-paced continuous learning (CL) modules with assessments and certificates as well as presentations intended for awareness only. Links to modules from the Air Force Institute of Technology (AFIT), the General Services Administration (GSA), the Section 508 Initiative, and the Navy are also offered. Also, several easy-to-use online modules sponsored by Harvard ManageMentor® 10 provide information on topics fundamental to managerial success. These topics range from running an effective meeting or managing a project to negotiating skills. Information regarding these opportunities is available at the CLC Web site at *http://clc.dau.mil*.

DAU continually develops and adds new offerings to the CLC site. To see what's new, check the CLC Web site frequently. The following list provides the continuous learning opportunities available at the time of this printing:



THE AT&L PLM ... Continuous Learning

CLB—Business Modules

CLB 007 Cost Analysis focuses on the basic cost analysis process that is one of the fundamental building blocks of any acquisition program.

CLB 008 Program Execution describes the budget execution process, including the legal concerns and potential impact of poor budget execution.

CLB 009 Planning, Programming, Budgeting, and Execution and Budget Exhibits explains the PPBE process, including the legal concerns and potential impact of poor budget execution.

CLB 010 Congressional Enactment focuses on the congressional processes that lead to a budget resolution, an Authorization Act, and an Appropriation Act and the implications of those process outcomes to defense acquisition programs.

CLB 011 Budget Policy focuses on appropriations and the funding policies associated with each appropriation. It relates a defense acquisition program's cost estimate to its programming and budgeting requirements.

CLB 014 Acquisition Reporting Concepts and Policy Requirements for APB, DAES, and SAR provides information on the terminology, concepts, and policies pertaining to required acquisition reports generated using the Consolidated Acquisition Reporting System (CARS) software.

CLB 016 Introduction to Earned Value Management provides the basics of EVM as they relate to acquisition program management.

CLB 017 Performance Measurement Baseline introduces the EVM language and processes associated with development of the performance measurement baseline.

CLB 018 Earned Value and Financial Management Reports reviews the most common DoD data reports associated with earned value management (EVM), cost estimating, and financial management.

CLB 019 Estimate at Completion reviews the process for computing an estimate at completion range when given EVM data.

CLB 020 Baseline Maintenance reviews the concepts associated with performance measurement baseline maintenance.

CLB 023 Software Cost Estimating explains DoD's policy, guidance, and application of SCE and enables the business or program manager to determine if an estimate is realistic and defendable.

CLB 024 Cost Risk Analysis Introduction provides the foundation for an understanding of risk management as it relates to cost estimation. It addresses program risks that help ensure program costs, schedule, and performance objectives are met.

CLC—Contracts Modules

CLC 001 Defense Subcontract Management addresses subcontracting activities from the perspective of the staff of a defense acquisition program office. The module also addresses the activities of supporting government offices and agencies, issues faced by prime contractors employing subcontractors, and issues faced by subcontractors themselves.

CLC 003 Sealed Bidding provides the federal procurement professional a better understanding of contracting for supplies and services using the sealed bidding process.

CLC 004 Market Research explains market research and its importance in acquiring weapons and combat system capabilities better, faster, and more cheaply.

CLC 005 Simplified Acquisition Procedures aims at providing federal procurement and acquisition professionals with a better understanding of contracting for supplies and services using Simplified Acquisition Procedures.

CLC 006 Contract Terminations addresses the appropriate ways of determining how to prepare and process a termination notice.

CLC 007 Contract Source Selection provides federal procurement and acquisition professionals with a better understanding of the source selection process and its goals.

CLC 008 Indirect Costs serves as a primer for those who are unfamiliar with indirect costs associated with pricing of contracts, interim contract billing, and determination of actual contract costs.

CLC 009 Service Disabled, Veteran-Owned Small Business Program explains the basic requirements of the Service-Disabled Veteran-Owned Small Business Program.

CLC 011 Contracting for the Rest of Us provides people who do not work in the Contracting field with a basic knowledge of some of the essential processes and considerations that DoD contracting professionals encounter in order to satisfy customers' requirements.

CLC 012 Contracting Officer's Representative Overview (HCAA) provides students with a general knowledge of roles and responsibilities as individuals involved in the contracting process.

CLC 013 Performance-Based Services Acquisition explains how performance-based services acquisition strategies adapt best commercial practices and maximize performance, innovation, and competition.

CLC 018 Contractual Incentives focuses on the balance between government and industry goals and objectives in crafting an effective incentive strategy that delivers value to both parties.

CLC 019 Leveraging DCMA for Program Success details Defense Contract Management Agency products and services that can be utilized to reduce program risk.

CLC 020 Commercial Item Determination explores the commercial item determination process as outlined in the *Commercial Item Determination Handbook*.

CLC 022 Profit Policy Revisions addresses changes to DoD's profit policy as a result of DFARS Cases 2000-D300 and 2000-D018.

CLC 023 Commercial Item Determination Executive Overview reviews the process outlined in the *Commercial Item Determination Handbook*.

CLC 024 Basic Math Tutorial provides a refresher of basic math skills that may be required when performing calculations without the aid of a performance-support tool or calculator. (Briefing)

CLC 026 Performance-Based Payments Overview presents an overview of the fundamental concepts of PBPs and the guidance necessary for implementing a PBP financing structure as part of a fixed-price contract.

CLC 027 Buy American Act demystifies Federal Acquisition Regulation (FAR), Part 25, and DFARS (Defense Federal Acquisition Regulation Supplement) 225 with materials and practical examples.

CLC 028 Past Performance Information explains the rationale behind collecting past performance information, why it should be used, and how its use improves contractor performance.

CLC 030 Essentials of Interagency Acquisitions/Fair Opportunity provides DoD acquisition professionals with a better understanding of the need to ensure that non-DoD contracting instruments are appropriately used by DoD. It provides an overview of current policy; key concepts and requirements on scope, competition, and fiscal law; and the roles and responsibilities of the requesting activities and assisting agencies.

CLC 031 Reverse Auctioning introduces a new Internet-based contracting technique used by the DoD acquisition community to achieve significant cost savings through e-commerce capabilities.

CLC 033 Contract Format and Structure for DoD eBusiness Environment identifies the problems associated with poor contract structure, differentiates among special contract structures, and identifies elements of effective contract line items structure.

CLC 034 Provisional Award Fee explains the DFARS guidance, effective Jan. 13, 2004, for the use of provisional award fee payments in cost-plus-award-fee contracts.

CLC 035 Other Transaction Authority for Prototype Projects: Comprehensive Coverage presents the mandatory requirements and other guidelines to consider when using OTA for prototype projects.

CLC 036 Other Transaction Authority for Prototype Projects Overview summarizes the mandatory requirements and other guidelines to consider when using OTA for prototype projects.

CLC 037 A-76 Competitive Sourcing Overview provides an introduction to the Office of Management and Budget Circular A-76 that implements the President's Management Agenda for Competitive Sourcing.

CLC 040 Predictive Analysis and Scheduling provides an overview of the various types of schedules used by DCMA personnel and a background of how predictive analysis is utilized to determine and maintain schedules.

CLC 041 Predictive Analysis and Systems Engineering provides an overview of how predictive analysis plays a role in systems engineering. Various systems engineering tools are also discussed.

CLC 042 Predictive Analysis and Quality Assurance provides an overview of quality assurance activities and how they relate to the use of predictive analysis as a tool to form assumptions of future events.

CLC 043 Defense Priorities and Allocations System ensures that government and industry users are thoroughly familiar with the priorities and allocations authority of the Defense Production Act.

CLC 044 Alternative Dispute Resolution explains how to effectively use dispute resolution, which is a tool for resolving contract disputes without litigation.

CLC 045 Partnering discusses a key component of alternative dispute resolution, partnering, which is a method used to help prevent disputes. This module provides information on the concept of partnering and its affects on working relationships.

CLC 046 Green Procurement identifies the objectives and background of DoD's Green Procurement Program.

CLC 047 Contract Negotiation Techniques helps professionals obtain a better understanding of various analysis techniques and tools to use in the development of a contract's negotiation range.

CLC 050 Contracting with Canada, developed with the assistance of the Canadian Commercial Corporation, demonstrates the efficiency and effectiveness of contracting with Canadian companies.

CLC 060 Time and Materials Contracts includes an overview of the new policies, with links to the Federal Acquisition Regulation and Defense Federal Acquisition Regulation Supplement changes, and examples of applications.

CLC 102 Administration of Other Transactions focuses on other transactions from contracts, grants, and cooperative agreements, governing regulations, management responsibilities, financial implications, intellectual property, data and real property rights, and modification and termination issues.

CLC 103 Facilities Capital Cost of Money provides points to consider as you develop a prenegotiation position for facilities capital cost of money that is fair and reasonable, given market research and proposed information from the offeror.

CLC 104 Analyzing Profit or Fee explains the structured approach the Federal Acquisition Regulation (FAR) provides for developing a reasonable profit/fee position.

CLC 105 DCMA Intern Training provides introductory information for new members of the Defense Contract Management Agency.

CLC 106 Contracting Officer's Representative with a Mission Focus provides students a basic understanding of contract types, processes, ethics and integrity, and authorities relevant to their positions.

CLC 107 OPSEC Contract Requirements outlines the basic elements of operations security (OPSEC), identifies the role of OPSEC within DoD, and defines the OPSEC responsibilities of program managers and contracting officers.

CLC 108 Strategic Sourcing Overview introduces strategic sourcing concepts and techniques for helping organizations shift from tactical to strategic purchasing.

CLC 110 Spend Analysis Strategies explains the means by which spend analysis contributes to the "commodity fact base" for identifying valuable strategic sourcing improvement opportunities.

CLC 112 Contractors Accompanying the Force introduces basic acquisition and contract management requirements related to implementation of DoDI 3020.41, Contractor Personnel Authorized to Accompany the U.S. Armed Forces.

CLC 113 Procedures, Guidance, and Information presents basic information about the Defense Federal Acquisition Regulation Supplement (DFARS) procedures, guidance, and information.

CLC 114 Contingency Contracting Officer Refresher explains how to apply sound procurement techniques and effectively administer your contracts and provides an understanding of the funding implications.

CLC 120 Utilities Privatization Contract Administration is designed for the DoD professional involved in the contract administration, or post-award, stage of utilities privatization services contracts.

CLC 125 Berry Amendment covers the necessary statutory requirements to be applied during the acquisition process in order to comply with the provisions of the Berry Amendment.

CLC 131 Commercial Item Pricing covers the new procedures, guidance, and information concerning sole-source commercial items and elaboration on the requirements of FAR 15.4.

CLC 132 Organizational Conflicts of Interest provides an overview on how to recognize situations that could lead to an organizational conflict of interest.

CLC 133 Contract Payment Instructions provides an overview of how to identify and apply Defense Federal Acquisition Regulation Supplement and procedures, guidance, and information requirements as well as procedures for payment and billing under DoD contracts.

CLE—Engineering and Technology Modules

CLE 001 Value Engineering is an overview of value engineering for everyone, including program managers, system engineers, logistics personnel, functional leaders, and contractors.

CLE 003 Technical Reviews presents essential, practical guidelines for integrating several different technical reviews into the systems engineering process and DoD acquisition life cycle.

CLE 004 Introduction to Lean Enterprise Concepts explains Lean enterprise concepts and techniques, the key to

success for many corporations around the world in the 21st century.

CLE 006 Enterprise Integration Overview introduces fundamental enterprise integration (EI) concepts and EI implementation strategies, and describes suggested EI best practices. Additionally, the course gives professionals an overview of the Enterprise Integration Toolkit, legal and regulatory frameworks, and a typical EI acquisition life cycle.

CLE 007 Lean Six Sigma for Manufacturing is a developing management concept that blends Lean manufacturing principles with Six Sigma tools. This approach is gaining increasing use within commercial, defense industry, and government facilities as the most effective way to reduce manufacturing cycle time and unit cost and improve product quality.

CLE 008 Six Sigma: Concepts and Processes provides an overview of Six Sigma and how it can be applied to real-life situations.

CLE 009 System Safety in Systems Engineering provides an overview of the methodology defined in MIL-STD-882D, Standard Practice for System Safety. This module will help professionals understand how the MIL-STD-882D methodology is integrated into the DoD systems engineering process for eliminating environment, safety, and occupational health hazards or minimizing the associated risk.

CLE 010 Privacy Protection provides information on the general scope of privacy protection; key privacy protection guidance and laws governing privacy; potential risks to privacy; existing procedures to promoting privacy protection; breaches of privacy in current cases; contacts and steps to take regarding privacy questions.

CLE 011 Modeling and Simulation for Systems Engineering professionals with information on the benefits of modeling and simulation, how it can be planned, and how to share data and results. The target audience for this course is those in the Program Management; Systems Planning, Research, Development, and Engineering; and Test and Evaluation career fields.

CLE 012 Naval Open Architecture introduces professionals to naval open architecture; explains open architecture principles; and provides examples of successfully implemented open architecture programs. The module also introduces professionals to sources that provide help when an organization implements open architecture.

CLE 013 Modular Open Systems Approach to DoD Acquisition identifies the essential elements of modular open systems as well as the steps to effectively communicate that technical approach and execute that approach.

CLE 015 Continuous Process Improvement Familiarization provides professionals with basic information concerning various continuous process improvement methodologies and tools and how their implementation can improve organizational performance to better support the warfighter.

CLE 016 Outcome-Based Performance Measures module defines measurement terminology, relates it to DoD policy, and provides guidance on formulating effective outcome-based performance measures for information technology investments.

CLE 017 Technical Planning presents essential and practical technical planning guidance to assist program offices in formulating a sound technical approach, which will enable successful program execution.

CLE 018 E3 and Spectrum Supportability for Acquisition Professionals introduces professionals to the proper ways to consider electromagnetic environmental effects (E3) and spectrum supportability (SS) concerns in the DoD systems acquisition process.

CLE 020 Enterprise Architecture is specifically targeted toward acquisition and sustainment professionals with an interest in the systems, activities, and organizations within the Air Force Materiel Command program management domain, users of information technology systems within acquisition and sustainment wings, and those involved in transformation of information technology portfolio management.

CLE 021 Technology Readiness Assessments presents the assessment process as it relates to defense acquisition. It will enable professionals to identify critical technology elements, assign technology readiness levels, prepare technology maturation plans, and prepare technology readiness assessment reports within the context of the technology readiness assessment process.

CLE 022 Program Manager Introduction to Anti-Tamper discusses DoD critical technology and how anti-tamper fits within the spectrum of DoD activities focused on protecting critical program information. The module focuses on defining anti-tamper concepts, describing the importance of anti-tamper, and explaining the steps to integrate anti-tamper into a program or project.

CLE 023 Modeling and Simulation for Test and Evaluation presents professionals with information about the

requirements, benefits, and challenges of modeling and simulation planning and execution to support test and evaluation.

CLE 025 Information Assurance for Acquisition Professionals enables program managers and other acquisition professionals to integrate information assurance (IA) into acquisition programs. IA is a critical component of operational readiness, and the module discusses the incorporation of IA into defense acquisition programs, key IA attributes, statutory and regulatory requirements for IA, IA strategies for acquisition programs, steps for successfully implementing IA, and the IA certification and accreditation process.

CLE 026 Trade Studies addresses the important role that trade studies play in systems acquisition and discusses processes for conducting effective trade studies.

CLE 028 Market Research for Engineering and Technical Personnel describes market research from the perspective of technical personnel. It explains the practical value and discusses the government mandate to conduct market research.

CLE 031 Research, Development, and Engineering Command (RDECOM) provides policy guidance related to the systems engineering process, systems engineering plans, and the assessment and reporting related to technology readiness levels.

CLE 035 DTEPI Introduction to Probability and Statistics will cover the basics of probability and statistics for those in the Test and Evaluation career field.

CLE 036 Engineering Change Proposals for Engineers addresses the important role that engineering change proposals play in systems acquisition.

CLE 201 ISO 9000:2000 the basic elements of ISO 9000:2000 and lessons learned regarding its implementation and use.

CLE 301 Reliability and Maintainability reliability, availability, and maintainability; explores the significant influence of reliability and maintainability on key issues; and provides practical techniques that may be applied in an acquisition program to achieve the desired levels of reliability and maintainability.

CLG—Government Purchase Card Training

CLG 001 DoD Government Purchase Card presents the mandatory requirements and other guidelines to consider and apply, as appropriate, when using the government purchase card.

CLG 003 DTRA Government Purchase Card presents the mandatory requirements and other guidelines to consider and apply, as appropriate, when using the government purchase card. This module includes Defense Threat Reduction Agency-specific information and is to be supplemented with the agency's government purchase card training prior to issuance of the purchase card.

CLG 004 DoD Government Purchase Card Refresher Training is based on the key points in the DoD Government Purchase Card Tutorial module as well as important new areas of emphasis. It was developed to provide refresher training for government purchase cardholders and approving officials.

CLI—International Armaments and Info Exchange Training

CLI 001 International Armaments Cooperation (IAC), Part 1 introduces the history and functioning of International Armaments Cooperation.

CLI 002 International Armaments Cooperation (IAC), Part 2 explains the International Agreement Process and the Defense Data Exchange Program.

CLI 003 International Armaments Cooperation (IAC), Part 3 discusses foreign participation in systems acquisition and production, cooperative logistics, and international environmental cooperation.

CLI 004 Information Exchange Program (IEP), DoD Generic Research, Development, Test, and Evaluation (RDT&E) describes the procedures for implementing the DoD's IEP, why all required Defense Acquisition Workforce personnel should participate in the IEP, and how to execute IEP information exchanges.

CLI 005 Information Exchange Program (IEP), Army-Specific Research, Development, Test, and Evaluation (RDT&E) ensures that all required acquisition workforce personnel comprehend Army-specific IEP annex development, coordination, negotiation, and execution changes in policy and procedures.

CLI 006 Information Exchange Program (IEP), Navy-Specific Research, Development, Test, and Evaluation (RDT&E) describes the Navy-specific procedures for implementing the DoD's IEP, reasons for participating in the IEP, and procedures for execution of IEP information exchanges.

CLL—Logistics Modules

CLL 002 Defense Logistics Agency Support to the PM introduces the capabilities of the Defense Logistics Agency in delivering tailored support to the program manager, operational unit, Service inventory control points, etc.

CLL 006 Depot Maintenance Partnering introduces ways in which DMP serves as a cost-effective technique for applying a performance-based logistics philosophy in the real world.

CLL 008 Designing for Supportability in DoD Systems provides a comprehensive overview and introduction to incorporating the principles of systems engineering throughout the system life cycle to design, develop, produce, and sustain operationally reliable, supportable, and effective systems.

CLL 011 Performance-Based Logistics presents performance-based logistics as the strategy of choice for product support.

CLL 013 DoD Packaging will allow professionals to obtain knowledge of the value of the packaging, handling, storage, and transportation process. An effective knowledge and application of packaging, handling, storage, and transportation principles will benefit professionals throughout the life cycle of a program.

CLL 014 Joint Systems Integrated Support Strategies (JSISS) addresses the importance of integrated support strategies to a joint acquisition program as well as guidance and policy relevant to the development of joint strategies.

CLL 015 Business Case Analysis provides an overview of DoD policy, guidance, and application of business case analysis, with a primary focus on structure, format, process, and methodology.

CLL 016 Joint Logistics provides professionals with knowledge of functional assignments that involve joint planning, inter-Service, and multinational logistics support, as well as joint logistics in a theater of operations.

CLL 017 Introduction to Defense Distribution introduces the organizations, processes, and tools instrumental in deployment and sustainment as well as customer service transformational efforts.

CLL 019 Technology Refreshment Planning provides professionals with an overview of technology refreshment planning as it applies across the weapons system life cycle.

CLL 020 Independent Logistics Assessments introduces the formal review of the state of a program's logistics planning and documentation.

CLL 022 Title 10 Depot Maintenance Statute Overview introduces the variety of statutory requirements governing depot-level maintenance and public/private partnering agreements.

CLL 023 Title 10 U.S.C. 2464 Core Statute Implementation reviews the capabilities, methodology, policy, roles, and responsibilities required for services.

CLL 024 Title 10 Limitations on the Performance of Depot-Level Maintenance (50/50) reviews Section 2466 of Title 10 U.S. Code, which mandates that no more than 50 percent of depot maintenance may be performed by non-DoD personnel.

CLL 025 Depot Maintenance Interservice Support Agreements (DMISA) explains the process for creating the DMISA and the duties involved.

CLL 034 SLAMIS provides professionals with a basic understanding of the Army's Standard Study Number-Line Item Number (SSN-LIN) Automated Management and Integrating System (SLAMIS).

CLL 201 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Fundamentals introduces a working-level overview of DMSMS history, issues, tools, current initiatives, and real-life examples of successful programs.

CLL 202 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Executive Overview offers the executive a perspective of management/supervisory actions necessary to enable effective Diminishing Manufacturing Sources and Material Shortages (DMSMS) mitigation and thereby enhancing mission readiness, efficiency, and cost effectiveness.

CLL 203 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Essentials addresses electronics, mechanical and materials initiatives; introduces the Defense Logistics Agency's DMSMS programs and capabilities; and reviews basic techniques for component research.

CLL 204 Diminishing Manufacturing Sources and Material Shortages (DMSMS) Case Studies provides a basic understanding of the DMSMS issues, tying together basic concepts, tools information, and skills.

CLL 205 Diminishing Manufacturing Sources and Material Shortages (DMSMS) for Technical Professionals covers the current processes, policies, and procedures used by technical professionals to practice proactive manage-

ment. It focuses on the high level best practices for running each program. You can adjust the procedures and techniques to your Service as appropriate.

CLM—Acquisition and Management Modules

CLM 003 Ethics Training for the AT&L Workforce reinforces the most important legal ethics standards governing interaction between government personnel and contractors.

CLM 012 Scheduling focuses on scheduling processes and tools that can be used to develop schedules on a defense systems acquisition project.

CLM 013 Work-Breakdown Structure addresses two fundamental and interrelated types of work breakdown structures—the program WBS developed by the Performance Management Office and the contract WBS developed by the contractor.

CLM 014 IPT Management and Leadership introduces management and leadership concepts used to organize, manage, and lead an integrated product team.

CLM 016 Cost Estimating focuses on basic cost-estimating tools and techniques that are fundamental building blocks of the acquisition process.

CLM 017 Risk Management focuses on tools and processes that can be used to manage risk on a defense acquisition project.

CLM 021 Introduction to Reducing Total Ownership Costs (R-TOC) provides an orientation to the R-TOC requirement, defines key R-TOC concepts, describes best practices, emphasizing R-TOC from a systems perspective.

CLM 023 Javits-Wagner-O'Day (JWOD) Tutorial provides a better understanding of the JWOD program, which helps people with disabilities obtain or maintain employment.

CLM 024 Contracting Overview introduces the market research process, the process for developing criteria or factors that teams will use to evaluate contractors during source selection, and the use of the uniform contract format.

CLM 025 Commercial Off-The-Shelf (COTS) Acquisition for Program Managers summarizes fundamental challenges organizations face when integrating commercial items into a system.

CLM 028 Space Acquisition explains the space acquisition process outlined in National Security Space Acquisition Policy 03-01 (NSS 03-01), which streamlines the acquisition oversight process with emphasis on the earlier phases of space program development.

CLM 029 Net-Ready Key Performance Parameter (NR-KPP) exposes program managers to the NR-KPP development resources with the ultimate goal of ensuring the necessary program interoperability and supportability (I&S) and joint interoperability test certifications.

CLM 030 Common Supplier Engagement explains the changes resulting from the transition to an electronic acquisition model that follows e-business practices.

CLM 031 Improved Statement of Work will help professionals improve statements of objectives, statements of work, and performance work statements that are developed and evaluated by all acquisition career fields.

CLM 032 Evolutionary Acquisition introduces the ideas and principles of evolutionary acquisition and how to apply them in a rapidly changing environment.

CLM 033 DAWIA II explains the transformation from DAWIA and the amendments that enable DoD to more effectively develop and manage its Defense Acquisition Workforce.

CLM 034 Science and Technology—Lesson from PMT 352A explains the importance of the science and technology (S&T) role in the systems acquisition process and identifies sources of S&T information.

CLM 035 Environmental Safety and Occupational Health—Lesson from PMT 352A helps program managers ensure their programs comply with ESOH statutory and regulatory requirements.

CLM 036 Technology Transfer and Export Control Fundamentals explains international security and program protection, planning processes, and the role of the program manager.

CLM 037 Physical Inventories explains the duties and responsibilities of an accountable property officer or property custodian.

CLM 038 Corrosion Prevention and Control Overview guides you through your Corrosion Prevention and Control Overview training and serves as a readily accessible reference guide to answer future questions.

CLM 039 Foundations of Government Property will increase professionals' knowledge and understanding of DoD

property accountability and management and the DoD accounting and accountability approach to the property management life cycle.

CLM 040 Proper Financial Accounting Treatments for Military Equipment addresses changes in the acquisition business process which affect how DoD values military equipment and reports these values on financial statements.

CLM 041 Capabilities-Based Planning provides an overview of the DoD guidance and policies supporting capabilities-based planning.

CLM 044 Radio Frequency Identification provides defense contracting officers with the knowledge necessary to insert the passive Radio Frequency Identification Defense Federal Acquisition Regulation Supplement (DFARS) clause into appropriate contracts, thus streamlining the DoD's receiving process.

CLM 047 Fiscal and Physical Accountability and Management of DoD Equipment discusses concepts presented in the Foundations of Government Property module.

CLM 101 Analysis of Alternatives (AoA) (USAF Process) presents the process used to conduct an AoA in support of requirements development and systems acquisition.

CLM 103 Quality Assurance Auditing describes the distinct phases of three general types of audits: system, process, and product.

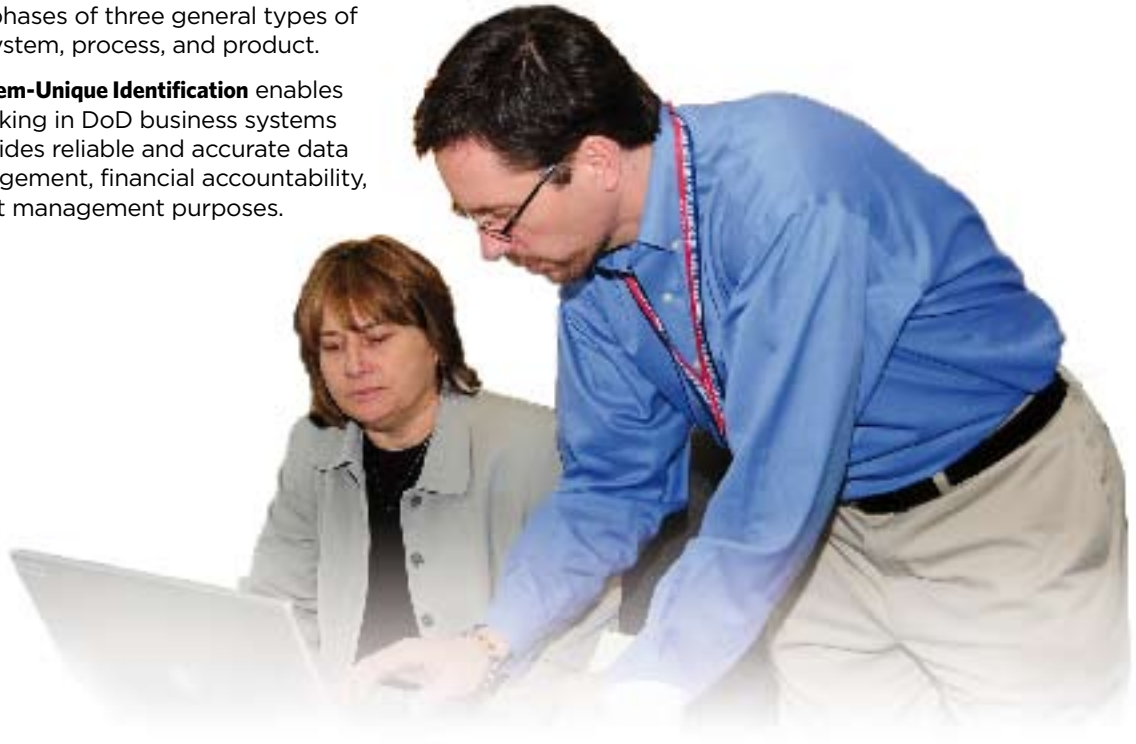
CLM 200 Item-Unique Identification enables item tracking in DoD business systems and provides reliable and accurate data for management, financial accountability, and asset management purposes.

CLM 500 ADL Implementation for Defense Acquisition Professionals provides an introduction and overview of the advanced distribute learning (ADL) basics, requirements, and components as well as DoD's policies regarding repository and registry functions.

SPS—Standard Procurement System Training

SPS 100 Standard Procurement System and Federal Procurement Data System - Next Generation System Administrator explains how to use the Standard Procurement System (SPS) and Federal Procurement Data System Next Generation (FPDS-NG) Integration at a system administrator level.

SPS 101 Standard Procurement System and Federal Procurement Data System - Next Generation User teaches SPS users the way SPS interfaces with FPDS-NG and the various types of contract action reports that can be created in FPDS-NG through SPS.



The AT&L PLM . . . Knowledge Sharing

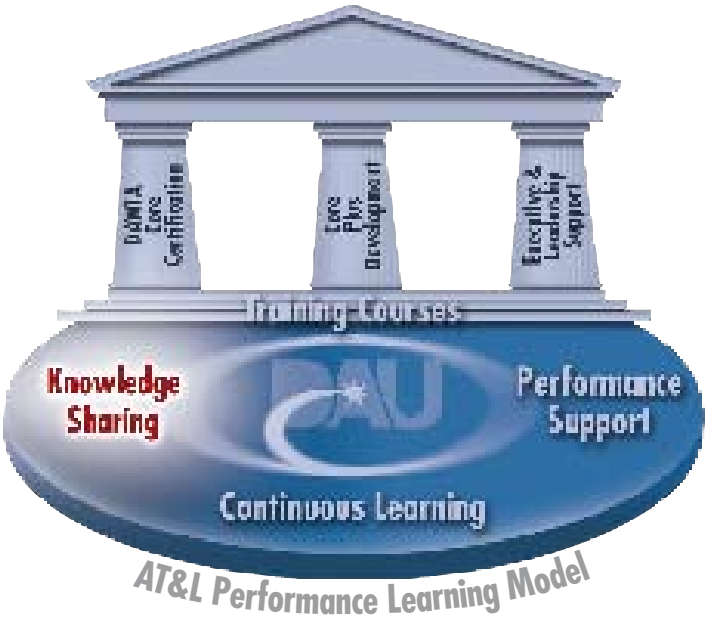
Knowledge sharing—the blending of people, processes, and information technology—improves organizational performance through increased efficiency, effectiveness, and innovation. As a learning institution, DAU has been sharing knowledge in the classroom and through research and consulting activities for many years. Leveraging current technologies, DAU now offers opportunities to share knowledge outside traditional classroom settings. The Defense Acquisition Workforce can take advantage of online resources and interactive venues that facilitate the sharing of experiences and lessons learned among individuals and organizations. DAU's primary components of knowledge sharing are the AT&L Knowledge Management System (AKMS)—composed of the AT&L Knowledge Sharing (AKSS) Portal, the Acquisition Community Connection (ACC), the DoD Acquisition Best Practices Clearinghouse (BPCh), and the ACQuire search function—as well as the David D. Acker Virtual Library. Users can view short videos and get additional details related to all elements of the AKMS at *https://acc.dau.mil/at&lkm*.

AT&L Knowledge Sharing System (AKSS) Portal

The AKSS Portal is the central repository for acquisition policy and reference materials, leveraging valued sources of knowledge developed and continuously maintained by the Office of the Under Secretary of Defense for Acquisition, Technology and Logistics, and DoD military services and agencies.

As the primary reference tool for the Defense Acquisition Workforce, it provides a single, integrated, centralized information source for current information on acquisition initiatives, links to sources of information, and reference assets from various disciplines. AKSS offers information on and links to:

- Policy documents
- FAR, DFARS, and other FAR Supplements
- Community areas
- Glossaries and acronyms
- Education and professional development
- Software tools
- Events
- News and publications
- AT&L Web sites
- Guidebooks and handbooks
- DAU video library
- Defense Acquisition Policy Center
- Rapid-deployment training



- Ask-a-Professor (AAP) Program
- Forms
- Ethics

Three additional subsystems are featured on the AKSS Portal home page: The *Defense Acquisition Guidebook*; the Integrated Defense Acquisition, Technology, and Logistics Life Cycle Management Framework Chart; and the Ask-A-Professor Program.

The *Defense Acquisition Guidebook* is an interactive, Web-based application designed to provide the acquisition workforce and industry partners with an online, instant reference to best acquisition practices as well as the supporting policy, statutes, and lessons learned. Users can navigate through key terms and requirements in DoD Directive 5000.1, DoD Instruction 5000.2, and discretionary guidance. Defense acquisition professionals can use the guidebook to review best business practices and then tailor those practices to the particular needs of their program. Users can access the guidebook at *https://akss.dau.mil/dag*.

The Web-enabled Integrated Defense Acquisition, Technology and Logistics Life Cycle Management Framework Chart is a graphical representation of the entire acquisition decision, management, and budget process. Tasks and requirements are presented as they relate to each other in both functional and time-phased views. By selecting various parts or elements of the framework chart, the user can identify a particular activity block that is linked to a template or knowledge object containing pertinent acquisition information about that activity. Users can access the framework chart at *https://akss.dau.mil/ifc/*.

The Ask-A-Professor (AAP) Program is a resource for asking acquisition and logistics questions on DoD policies and practices. The AAP site offers an advanced search capability of AAP's extensive archives. If users

cannot find an answer, they are encouraged to submit their question through the system. The question will be answered appropriate subject matter experts in DAU faculty, or may be answered by experts in the Office of the Secretary of Defense, the military services, other DoD agencies, and industry. Users can access AAP at *https://akss.dau.mil/aap*.

Become a part of the AT&L Knowledge Sharing System at *https://akss.dau.mil/jsp/default.jps*.

Acquisition Community Connection (ACC)

The ACC is an online forum that includes communities of practice, special interest areas, and collaborative workspaces centered on acquisition-specific topics. ACC is available to the Defense Acquisition Workforce 24/7 to collaborate, share, and connect with one another in an online environment. Community members are able to interact and share lessons learned and experiences to support job performance, avoid the duplication of effort, and advance the connection of people and ideas. Communities play a central role in helping the workforce stay connected to expertise and in providing the tools, resources, and connections that help people improve performance. Users can access ACC at *https://acc.dau.mil*.

Acquisition Best Practices Clearinghouse (BPCh)

The BPCh is designed to help improve DoD's systems acquisition processes by allowing users to select and implement proven acquisition, development, and systems engineering practices appropriate to their individual programmatic needs. Rather than recreate or repost information, BPCh is designed to link to as many existing resources as possible that not only identify practices, but how to implement them. BPCh adopts an evidence-based approach in which supporting evidence and practices for programs undergo a system of recommendations and vetting by government, industrial, and academic members comprising a "practice providers network." The value added that BPCh provides is that stored evidence is contextualized, guiding users to lessons and practices relevant to their program, type of problem, or specific environment, that help them learn from practical results that may be applied in their environment. Users can access BPCh at *https://bpch.dau.mil*.

ACQuire Search

ACQuire is the enterprise search engine for DAU educational and knowledge content. It allows users to select the information source—AKSS, ACC, AAP, BPCh, the *Defense Acquisition Guidebook*, the DAU home page, DAU continuous and distance learning modules, and the Federal Acquisition Institute Web site—and search for exact terms, phrases, multiple terms, acronyms, or numerical references. ACQuire also provides a list of search terms pre-populated from the DAU functional taxonomy, and gives the user a key word structure that may improve the search results. Users can access ACQuire, at *https://acquire.dau.mil*.

DAU Virtual Library

The David D. Acker Library supports the university's curricula and its defense acquisition research. Full borrowing privileges are available to current DAU students; and alumni may register for weekend borrowing privileges. The library participates in interlibrary loans through the Online Computer Library Center.

The David D. Acker Library Web site, located at *www.dau.mil/library*, offers extensive online research capabilities for DAU students, including an online library catalog. The online catalog provides easy searches by author, title, subject terms, keywords, date, and format. If a publication is available on the Web, the online catalog will provide a link.